February 1980

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The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, return the reader service inquiry card in this issue.

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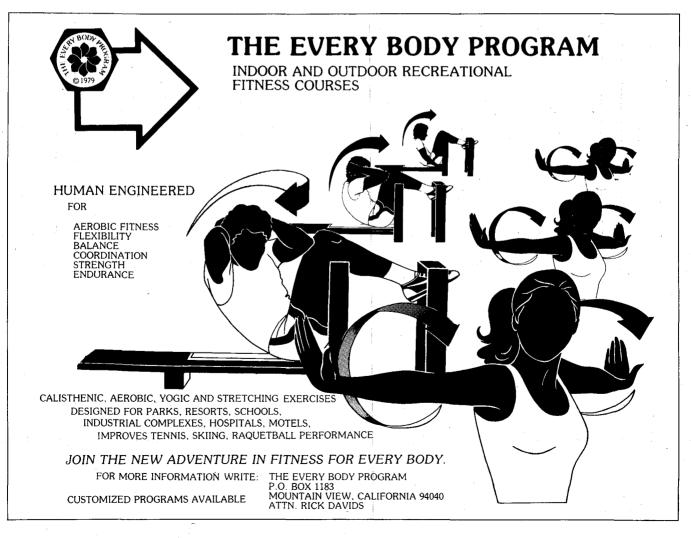
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# IN THIS ISSUE . . .



Recruitment, retention and reduced absenteeism—these are among the things that may first come to mind when one is asked—"Why Industrial Recreation?" But there is a lot more to it than these three "R's" as you will see throughout this special issue of RECREATION MANAGEMENT. Our lead story beginning on page 6 points out the important role management plays in regulating the thermostat of employee morale (see cover). It also discusses the importance of setting and attaining concrete objectives to assure a successful program and zeroes in on what some of these objectives should be and how their attainment can benefit employee and company alike.

In "Ideas Clinic," page 14, RM columnist and NIRA consultant Mel Byers answers a reader's question on how to gain more management support for his program. NIRA president, Kirt "T." Compton, gives his viewpoint on the critical importance of the company's most vital resource—its employees—on page 5. And finally, the role of the Recreation Director is addressed on page 12 in an excerpt from the textbook "An Introduction to Industrial Recreation" by Wilson, Wanzel, Gillespie and Roberts.







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Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

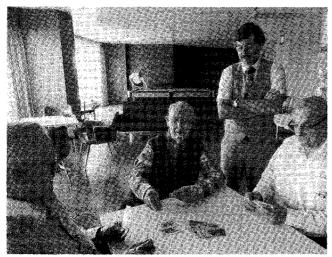
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# The NIRA President would like a word with you

# ... about Human Resources



NIRA President Kirt T. Compton with retirees

When you're asked to describe for someone the field of industrial recreation, how do you explain it? Do you say that as the recreation director for XYZ Corporation it is your job to coordinate the softball league, oversee employee discount programs, plan employee ski trips and supervise the company store?

What does that mean to your inquisitive friend, and more importantly, what does it mean to you?

Ours is a people oriented profession. As directors of company recreation programs, we work with both management and staff on a daily basis to provide our organizations with programs and services that will prove mutually beneficial to the company and its employees.

Traditionally, in this country, the "bottom line" has been the primary focus of industry concern. Increased year end profits have been the singular objective. Often overlooked is the number one resource responsible for those profits—employees—human resources.

Only those employees who are content with their jobs will have the kind of loyalty, pride and respect for their company that elicits high production. As directors of industrial recreation and employee services, we are in key positions within our organizations to stimulate employee morale, motivation and loyalty which, in turn, can affect the company's "bottom line."

How is this done? By viewing human resources—people—as the most important resources a company has. An organization can have the most modern and efficient equipment and facilities available to an industry,

but without the conscientious efforts of loyal employees, the quality and quantity of production will suffer.

Industrial recreation is the answer. Its unique role in the world of work serves to benefit employee and employer alike. For the employee there's a sense of belonging to a company team, league or club; he feels cared for by an organization that is concerned with the social and economical well-being of himself, his family and his community.

For the company, successful employee programs and activities produce a satisfied work force creating a more comfortable working atmosphere. Recruitment and retention are improved, and employees become public relations agents and company salespersons by virtue of their company pride.

The enjoyment of cultural and educational programs, the development of leadership skills through employee-administered programs, and improved health through physical fitness activities and sports programs benefit both employee and employer.

Improving communication between management and staff, promoting friendship and a climate of congeniality, improving morale and job satisfaction—these are our objectives. And how are they accomplished? By making available a wide variety of high quality programs and activities to all employees and their family members as well.

From the time a new employee joins the company to the time he or she retires, industrial recreation activities can serve to make the years of employement more enjoyable and rewarding. And retirees themselves should not be overlooked when it comes to planning activities. For years, their efforts have contributed to the success of our organizations. Now, we as employers have an opportunity, and indeed, an obligation, to show them our gratitude and demonstrate our concern for their smooth transition from the world of work to one of an enjoyable retirement.

There are a host of program possibilities for employers of every size. It is up to us to adapt the programs to fit the needs and desires of our organizations and those of their most valuable resources—people.

Kirt T. Compton

# IMPROVING EMPLOYEE MORALE

Why does your company have an industrial recreation and/or employee services program? Do you know? Is it because competitors or other employers in your community have such programs and you feel it necessary to "keep up with the Jones'?" Perhaps it's a means of keeping the employees contented and quiet. Does the reasoning go any further?

In order for any project or program to be deemed a success, it must be measured against the aims, goals, intents and objectives originally set up for it. As a recreation administrator what are your goals for your program's success and how have you endeavored to meet them? More importantly, as a company or organization, what are your management's objectives in having an industrial recreation or employee services program?

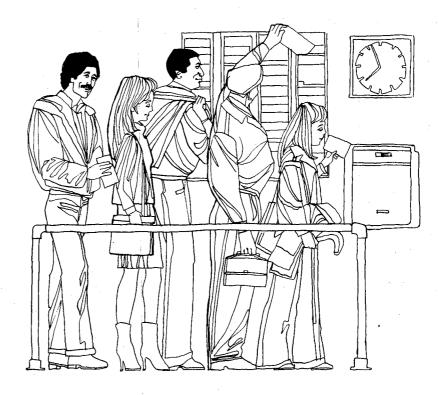
Though every company program may have its own reasons for being, let's take a critical look at some of the most common objectives set up by companies for maintaining industrial recreation programs.

**RETENTION** As Nira President Kirt "T" Compton points out on page 5, a company may have the most advanced and expensive equipment and facilities known to the field, but without good, satisfied, loyal employees to operate that equipment, the level of production and its quality will be less than ideal.

That is why employee retention should be among management's primary objectives for instituting and retaining an industrial recreation or employee services program.

The cost that is involved in hiring, training and keeping a new employee on the payroll during his first three months of employment is just too high to allow for repeated and rapid turnover. It's too big an investment for most economyconscious companies to ignore. Even those employees who may not at first seem to work out satisfactorily

are well worth the time, expense and effort of training, nurturing and encouraging them in their new job. To give up too soon is wasteful for all concerned: the employee himself who may feel he's a failure; his colleagues who, observing the situation, may suffer from poor morale; and the company itself which at that point may find itself even further behind in production if it must spend more time and money to search for a replacement, deal with the paperwork, and train a new hiree once again.



RECRUITMENT Offering the best one can afford in non-negotiated benefits will put a company that much further ahead of its competitors through the sheer power and advantage of wooing strong desireable candidates to its workforce. This is where industrial recreation and employee services programs can play a very positive role in the development of the organization.

Retention and recruitment are two different objectives for the wise employer seeking qualified help. Let's compare it to the sport of football.

Retention is a defensive action—it indicates keeping, maintaining good, quality, loyal employees-not losing them to the competition or to another employer. Recruitment, on the other hand, is an offensive move-it is actively seeking and wooing new "recruits" to the company team to be better able to win in the game of business. Only strong programs that include a variety of attractive services, benefits and opportunities—those non-negotiable "extras" that come with the jobwill be successful when a potential new employee has to choose between job offers from competing companies.

How do your company's benefits in this area compare with those of others in the field and others in your community? Perhaps it's time to take a critical look at this area and see how your programs can be improved to come closer to the objective of more successful recruiting.

REDUCED ABSENTEEISM Tied in with the objectives of retaining and recruiting quality employees is that of reducing absenteeism. Even the best of employees may face times in their working years when the climate and atmosphere is less than ideal. Whether it's the onset of a routine that can lead to job boredom, a lack of loyalty or pride in one's work, or perhaps personal problems he may be coping with at home, the result is the sameabsenteeism-an increasingly common and serious problem for employers of all types and sizes.

It may not always be possible to know why a particular employee is



increasingly absent from work. Even if it is known, it may not always be possible for an employer to change the conditions or personal problems affecting that employee's absenteeism. But there are ways the organization can change the guilty employee's behavior through its industrial recreation and employee services program.

Though Sam may have problems with his son or a conflict with a coworker on the job, he just may make that extra effort to get into work Monday because he knows his buddies on the company softball team need him for that night's big game. And Sue's input at the picnic meeting today is vital to the committee's decisions on where and when this year's event will be held. Even though she's finding it hard to get used to her new boss and would rather call in sick than face him today, Sue feels a responsibility to show up at work if only to report on her picnic findings.

It's these programs, projects and employee activities that just may provide that extra incentive to recruit new employees, retain current ones and reduce absenteeism.

These three objectives—retention, recruitment, and reduced absenteeism are major goals for any company, but like most intangibles, they're not easily measured on a graph or scale that can conveniently be presented to management. How can you total the number of employees you've managed to retain this week? Do you have any idea how many employees were/are unhappy in their jobs? Can you point to your program and the activities it offers as the primary factor which encouraged them to come in every day this. week? How many more people might your personnel department have recruited this month if only your program were more varied?

Yet retention, recruitment and reduced absenteeism are only the initial objectives management should consider for justifying your program's existence. Other objectives as varied and unique as the com-

(continued on page 8)

panies themselves are all interdependent on these three objectives and on each other.

**IMPROVED COMMUNICATION** 

There is no better way to improve employee/employer relations than through the establishment of an open network of communication. Perhaps it could be in the form of printed materials such as an internal newsletter highlighting employee birthdays, service an-

niversaries, marriages, deaths and births; a bulletin board system with important job-related notices that reach all employees on an equal basis; or desk-to-desk memos informing all staff of new company policies and procedures. Or maybe a more informal communication system should be considered in which people interact on a personal basis through group meetings, the PA system, special events or person-

to-person discussion.

Better communication between the employees themselves is an objective not to be overlooked either. Only a friendly, cohesive atmosphere where people can enjoy the others they work with will produce a more pleasant environment for all—and thus, a more productive workforce resulting in a more positive bottom line for the company.

If you as an administrator, and your company as an employer can feel that you've met most of the objectives set forth thus far, you're doing more than just holding your own, you're doing very well. But don't stop here, there's much more you and your program can accomplish. What other objectives can a company strive for to achieve a successful program?

- Improved relations among employees themselves and between employees and management—perhaps by encouraging department managers and supervisors to personally participate in activities your organization sponsors.
- Providing a variety of programs and activities so that employees of all ages—young, middle-aged, preretirement and even retirees will find something of their liking they can participate in, enjoy and look forward to regularly.
- Providing fitness programs, exercise classes and sports activities that emphasize physical movement, invigorating the body as well as the mind. Not only do such activities provide a release from working day tensions and frustrations, they naturally help to improve the health and physical well-being of the employee, which in turn will result in a more relaxed, well-rounded, productive worker.
- Providing individuals an opportunity to lead, supervise, plan and coordinate social and recreational activities themselves, a method that may bring out creative and administrative qualities and skills in a person that before may have gone unnoticed. Putting Sue, who types all day, in charge of the company pic-

(continued on page 26)



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# Welcome to WARES: Our Newest IRC

by Peter L. DeFranco, CIRA Xerox Corporation

We would like to take this opportunity to introduce you to the National Industrial Recreation Association's newest industrial recreation council, the Washington Area Recreation and Employee Services Council (WARES). WARES membership is comprised of business organizations located in the District of Columbia, Northern Virginia and Maryland.

The co-organizers who initiated a council for the nation's capital area were Irene Heavey, Sperry Univac, Washington, D.C. and Pete De-Franco, Xerox Corporation, Leesburg, Virginia. A meeting was scheduled in January 1979, to share our thoughts concerning the council concept and to develop a plan of action to consider the feasibility and potential of a Washington area council.

An invitation to attend an organizational meeting, extended to nine area businesses, was held at Sperry Univac in Washington, D.C. on March 1, 1979. Five representatives from area businesses accepted our invitation: Litton Systems, Inc.; Computer Sciences Corporation; Sperry Univac; Xerox Corporation and Vitro Laboratories. At ensuing meetings, the group expanded to include COMSAT; LogEtronics, Inc. and Washington Gas Light Company.

We were confident that an educational approach to the value of IRC's and the resources available through them and through NIRA would be the key to achieving commitments from our guests. To stress the sharing of ideas and resources, we distributed descriptions of the programs and facilities that our companies offer employees and encouraged other members of the group to do

likewise at subsequent meetings. Group members shared thoughts on how each of their oganizations would react to participation in an industrial recreation council and discussed the need to convince management of the dollar benefit of such an affiliation in terms of reduced turnover and absenteeism and increased productivity.

The results of our meeting were overwhelmingly positive. Members agreed that "enthusiasm" was the keyword of the meeting. The sharing of information became the catlyst needed to keep us returning to each meeting. Introduction of the council was targeted in November for presentation to prospective members. The consensus was that our membership should initially remain small for the sake of simplicity and strength.

On Thursday, November 8, 1979, WARES presented a formal organizational meeting for core members and guests at the Springfield, Virginia, Hilton. Our gracious co-hosts for the evening were John Battaglia and Barbara Allen Carpenter of the Charles Town Turf Club, Charles Town, West Virginia; and John Webster and Phyllis Pescosolido of Kings Dominion, Richmond, Virginia. A superb dinner was hosted by the Charles Town Turf Club and Kings Dominion hosted a pre-and post-hospitality suite for our relaxation and enjoyment. Each co-host presented a ten minute program highlighting special attractions and packages available to groups. As a "thank you" for their support, WARES presented a complimentary associate membership to our cohosts for 1980.

The program agenda for the evening included an introduction of core members and their guests; a brief overview of WARES, and a portfolio package that included a WARES membership directory, a membership interest questionnaire, an application form, copies of RECREATION MANAGEMENT Magazine and the NIRA publication—"Industrial Recreation Councils".

Upon completion of the presentation, a nominating committee was established to develop a slate of officers for 1980. Those selected were: President: Irene Heavey, Sperry Univac, Washington, D.C.; Vice President: Peter L. DeFranco, Xerox Corporation, Leesburg, Virginia; Treasurer: Tim Edwards, Litton Systems, College Park, Maryland; and Secretary: Holly Pryatel, COMSAT, Washington, D.C.

Other new members of the WARES IRC are: Mary Frances Trunnell, Hazelton Labs, Vienna, Virginia; Linda Langehorne, Satellite Business Systems, McLean, Virginia; Anne Speare, COMSAT, Washington, D.C.; Frank Ortega, Automation Industries, Vitro Division, Silver Spring, Maryland; Richard Haggerty, Washington Gas Light Company, Springfield, Virginia; Connie Sims, Computer Sciences Corporation, Falls Church, Virginia; and George Uricheck, LogEtronics, Springfield, Virginia.

Should you be in the area of our nation's capital for business or pleasure, please contact Ms. Irene Heavey, WARES President, Sperry Univac at 202/338-8550, ext. 551. We welcome you to Washington and extend our hospitality through WARES.

# TOURNAMENT NEWS

Xerox Corporation
NIRA Vice President,
Tournaments and Services



# 1979 NIRA Fishing Tournament Results

Winners of the 1979 NIRA-AFTMA Fishing Contest have been announced by Gene Miller, Tournament Coordinator. AFTMA, the American Fishing Tackle Manufacturer's Association is a non-profit organization serving over 4,000 members engaged in the domestic manufacture of fishing tackle and accessories.

All entrants were required to be full-time employees or family members of a member company of NIRA; catch the fish in U.S., Canadian or Mexican waters; use a rod, reel, line and hook for the catch; have the catch witnessed by two other persons and submit a photo of the fish

along with its measurements to the tournament coordinator.

Trophies and prizes were awarded to the following winners for catching the largest fish in each category:

#### **SMALLMOUTH BASS**

Dick Pillsbury, 3 M Company, 5 lbs., 6 oz.

#### LARGEMOUTH BASS

Arthur Priebe, Harnischfeger Corp., 7 lbs.

#### BLUEGILL

Robert Kerr, McLean Trucking, 1 lb., 12 oz.

#### MUSKELLUNGE

Terry Eichman, 3M Company, 36 lbs., 8 oz.

#### **NORTHERN PIKE**

Mike Schwartz, 3M Company, 29 lbs.

#### **PERCH**

Raymond Zabrowski, S.C. Johnson & Son, 1 lb., 12 oz.

#### WHITE PERCH

Mary Jo Witte, 3M Company, 2 lbs., 13 oz.

#### **SALMON** (Fresh water)

Ron Pickaard, Michigan Bell Telephone, 32 lbs.

#### LAKE TROUT

Robert Mix, 3M Company, 17 lbs., 3 oz.

#### **RAINBOW TROUT**

Les Lengyel, Dominion Foundry & Steel, 16 lbs., 4 oz.

#### **WALLEYE**

Dennis Sullivan, 3M Company, 11 lbs., 12 oz.

#### **MARLIN**

Leonard Reichel, Delco Air Conditioning, 116 lbs.

continued from page 30

when I told them. We have notified all the subclub chairpersons and they are . . . ." The more persons that have been involved and the further implementation has proceeded, the less the chance that the director's version will ever be questioned.

As a program director, however, never try to take advantage of the suggested method dishonestly or incorrectly. To attempt to push the management representative one step beyond what was in fact agreed upon may be disastrous.

Memoranda of clarification and confirmation are important tools of communication at all levels. They are the best way to ascertain that there really was a meeting of the minds. They also guard against the frailty of forgetfulness. They guard against future misunderstandings and con-

flicts. If the matter discussed is of significant importance, the director should initiate such memoranda after meetings with subordinates also.

Minutes of meetings serve the same purpose. For that reason minutes should always be kept of all staff meetings and all committee meetings. Not seeing to it that such minutes are kept is a common failing of administrators. Even at the moment of occurrence, communication can never be perfect. With the lapse of time, it is even more imperfect.

The art and skill of effective communication is of the highest importance to recreation program directors. Yet on at least an equal plane of importance is the art and skill of relating to others, which is the essence of personnel administration. In this area the program director continues the role of leadership and the role of chief communicator, but adds the role of administrator.

# Fitness/Health Bulletin



by Louis R. Mertens, CIRA
Foreign Affairs Recreation Association
NIRA Vice President,
Fitness and Health



# Fitness Brochure In Preparation

Last July we wrote about the new NIRA Fitness and Health Committee and its overall thrust to have more businesses and industries incorporate programs of fitness and health for their employees.

It is in our best interests as recreation specialists and employee services managers to sell our programs to management. How do we go about selling such a program? That's a good question. We know the advantages and benefits that both the employers and employees gain, i.e., increased productivity and improvement in self-image, etc. What we've got to do is transfer this knowledge to management. Inform them, enlighten them, enlist the aid of your medical unit, do whatever you can do to sell your program.

To assist with your presentation, the fitness committee is working with NIRA staff to put together a fitness brochure. This brochure will provide the basis of how, and why a fitness program should be organized.

As a final note, we again ask for your ideas and suggestions. How can we best serve your needs? The Committee is in its beginning stages and now is the time for your comments and guidance. Any comments should be sent to Fitness and Health Committee, NIRA, 20 N. Wacker Dr., Chicago, IL 60606.

Inquiries may be addressed to the following committee members:

Louis Mertens, Chairman Foreign Affairs Recreation Association Room 2928, State Dept. Bldg. Washington, D.C. 20520 Enrique Flores Mora Dinamica, S.A. Apartado Postal 3000 Monterrey, N.L., Mexico

Steve Edgerton Xerox Corporation 99 Catalpa Rd. Rochester, N.Y. 14617

Ron Lewis Phillip Morris, Inc. P.O. Box 26603 Richmond, Va. 23261

Bernie Watts Goodyear Tire and Rubber Co. 1144 E. Market St. Akron, Ohio 44316

Enrique Maldonado Accion Social Regiomontana Zaragoza y Magallanes Monterrey, N.L., Mexico

Gordon Smith
Ontario Ministry of Culture and Recreation,
Sports and Fitness Division
2nd floor, 77 Bloor St., West
Toronto, Ontario, Canada M7A 2R9

# The Role of the Recreation Director: Liaison Between Management and Staff

... an excerpt from "An Introduction to Industrial Recreation . . . Employee Activities and Services"

A textbook prepared for NIRA by Wilson, Wanzel, Gillespie and Roberts

It is impossible to describe accurately the position of the chief administrator of industrial recreation programs because the position is so varied in different companies. Some of the variation is suggested by the different titles used: director, supervisor, coordinator, executive secretary, manager, business manager, and other. (For simplicity we shall use "program director" or "director.") It is believed that the positions are more similar in terms of responsibilities than the titles might suggest. To some extent each administrator creates the position filled, and the person designated as "business manager" may be initiative and ability become the catalyst for program development and the hub about which the recreation program operates.

In too many instances the situation is further complicated by the assignment of other responsibilities such as those of personnel director or assistant, public relations manager, employment manager, editor of the company newsletter, or employee benefits coordinator. There are others.

In the larger companies and in smaller ones which fully realize the benefits of industrial recreation, the position of director will be a full-time job and there may be professional assistants as well as a technical staff. The professionally prepared industrial recreation director can expect in time to become the head of an enterprise which is large in numbers, complex in its organization, and varied in its operations. Additionally there may be extensive facilities, many employees, and an annual budget running into the hundreds of thousands of dollars. It is a responsible and challenging position, but it does have its difficulties.

#### **Difficulties of the Position**

The major difficulty is that the director of the recreation program is usually hired by and paid by the Company. The director is expected to be responsible to the Company and loyal to its interests, yet the director must also be responsible to the governing board of the recreation association and loyal to its interests. We find the crux

of the problem described in a manuscript submitted by Jerre Yoder (Chief of General Dynamics Employee Services):



The Recreation Administrator is caught in a vise, or becomes the rope in a constant tug-of-war between factions. He is in fact held responsible by Company Management, the Association Board of Directors, and Association Members for successful operations even though given inequitable and sometimes impossible parameters and circumstances within which to function. In essence, the Director is charged with almost total responsibility while being given very little authority.

#### **Putting Out Brush Fires**

Not all the tasks of the program director are important matters. A surprisingly large proportion of time must be spent in "putting out brush fires." These are the unanticipated developments, the small crises which demand the director's attention. Time must be spent in settling differences between members of the association or of the staff,



in adjusting the inevitable personality clashes. Time must be used to deal with real or imagined grievances, to correct the inequities which sometimes rise from rules and procedures that are fair and workable in normal situations. Also there must be time for the correction of misinformation which threatens to imperil an activity or the entire association. These *important minutiae* consume valuable time, drain energy, and create frustration. They call for the patience of Job and the Wisdom of Solomon, and they must be survived before the director is free to be designer, planner, creator, and executor.

Nevertheless, there are important responsibilities which almost all program directors share in common.

## Responsibilities of the Director

Many of the responsibilities of the program director have been noted in previous chapters. Among these responsibilities are: leadership in the development of goals and objectives, the creation of a workable organizational form and by-laws, program development, scheduling, and financing.

#### Leadership

Perhaps the greatest contribution of the program director will be to provide leadership. Leadership is the ability to strike a spark, fan it into a flame, and control its burning. Qualities of leadership include vision, imagination, ingenuity, creativity, initiative, and enthusiasm. On the whole, leadership is marked by the ability to get things done by others. The able leader is more catalyst than performer. Yet providing leadership is not the only role of

the director. That position also requires other qualities related to administration, such as practicality, efficiency, and the capacity for details. Though we regard leadership as the most important role, the successful director must also be an able executor.

#### The Support of Top Management

The special, personal responsibility of the program director is to gain and keep the support of the company's top management. The toleration of top management is not enough; there must be active support if the industrial recreation program is to flourish. Such support is critical even for the incorporated and theoretically independent employee recreation association.

Being employed by the company and responsible to some management position in the company, the director is provided with a ready avenue for communication with top management. Also almost always Management is represented on the employee association governing board. Company representation may range anywhere from one ex officio, nonvoting adviser to the total membership of the board.

In respect to top management in general, the program director must keep lines of communication open and see to it that Management is aware of what is going on in the association. This includes past successes, current efforts, and ongoing plans. This should be a deliberate campaign employing personal contact, telephone calls, written reports, and the use of outside newspaper publicity and in-plant newsletters.

Whether many or few management officials are on the governing board of the association, the director must seize upon board meetings as an opportunity to impress. Before the meeting the director should research carefully the programs or policies to be recommended there. As a result, recommendations can be supported by hard data, facts rather than guesses or pure opinions. The director should be working with the association committees, and at the board meetings should be able to present proposals as committee proposals rather than as personal recommendations. It is unnecessary to add that the board meetings should be used to keep the board members, including management representatives, up-to-date on association matters and accomplishments. Beyond selling the association through communication, the director must sell Management by working with Management.

#### Working with Management

Ideally, the director should be able to work with Management as calmly and effectively as with rank and file members of the association. Working with Management means cooperating in the achievement of some Company goals. The director can support Management in many respects, particularly in such community efforts as blood-bank drives, community chest drives, and other public relations enterprises. The director can provide Management with an invaluable opportunity for communication.

# **IDEAS CLINIC**



Melvin C. Byers. CIRA **NIRA Consultant** 

We're interested in expanding our employee services and recreation department but need some good suggestions on how to win the support of management. While our current program has been satisfactory in the past, it is becoming more and more apparent that there is a real need for more and varied programs and activities in order to recruit new and retain current employees. What tips do you have that might prove helpful in justifying the expansion of our programs to management?

This question is one asked many times and the answers must be based upon each management's objectives for having the program.

Therefore, the first requisite for administering an employee recreation or service operation is to have a clear definition of sound and practical objectives given the administrator by management. It is possible that management may request the administrator to submit an outline of objectives after discussing various industrial recreation programs with them (a necessary factor in knowing which course to take in preparing the outline). Should the company base its purpose solely on community involvement, the objectives would be quite different than improved employee relations or physical and mental employee development. Then it could be a variety of purposes and include training, employee education, and company lovalties.

The objectives selected will determine the degree of attention and support you can expect from management. Some managements have no clear-cut purpose for the programs they support. This occurs primarily where the program grew from a simple request for assistance in buying uniforms for an employee ball team entering a city league to additional contributions covering many other athletic activities. A benevolent corporate president or plant manager (especially if he should have actively participated in one or more sports) may get the

same thrill from supporting the activities as the auto dealer or businessman who purchases a city ball club, or sponsors a bowling league. The ad value is so insignificant for the money invested that no advertising agency would recommend such involvement for corporation profits. Under these conditions, many industrial programs did get their start and some remain today, unstructured, without objectives or purpose. A change in management could eliminate or reduce the corporation's support under this arrangement and concept.

The concept I recommend is one that relates to the corporation in various ways and serves both employee and employer with definite benefits. I see the program on a much larger scale, one that serves to build a close relationship between the work force and management, one that discovers, develops, and promotes employee leadership—a program that not only teaches sports and special interests but provides training in supervision, activity accounting, free enterprise concepts, mutual communicative links, community relations, and a stepping stones to more job involvement and interest. The industrial family spirit or esprit de corps may sound a bit gushy, but when the program is developed properly and management understands its values and contributions, employee relations is vastly improved and the labor relations boys can go home.

There is no great secret to this formula, the recipe is so simple that I sometimes fear it is too elementary to be introduced to the audience seeking a sophisticated approach to improving employee relations and interests. rm

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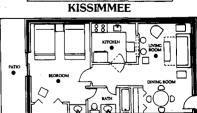
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# **NIRA NEWS**

## Referendums Pass

According to NIRA bylaws, an affirmative vote of 2/3 of all members voting will pass a given referendum. When three referendums were put before the NIRA membership recently, all passed by overwhelming majorities. The first to pass by a vote of 163 to 31 was a dues increase for organization members. A dues increase for IRC affiliates was also approved by a vote of 168 to 24. The third referendum passed by NIRA members is one that will affect the regional breakdown of our organization. Region 9 will now be composed of all Latin American countries while Region 10 will be composed of all nations other than Latin American countries, the U.S., Canada and

## **Promotions Announced**

Congratulations are in order for some of our colleagues who have recently advanced in their professions. Kevin Morris was promoted from Recreation Representative to Recreation Administrator for the McDonnell Douglas Corporation, St. Louis, Missouri. Kevin, who joined the company in 1976, graduated from Graceland College, Iowa, with a BA in Physical Education, Health and Recreation. He replaces Dave Hall who served as McDonnell Douglas' Recreation Director for two of his 27 years with the company. Dave now serves as Administrator of the Personnel Charity plan at McDonnell Douglas.

Former NIRA Board member and current president of the Milwaukee IRC, Bill O'Keefe, has moved from his position as Recreation Director for Falk Corporation in Milwaukee, Wisconsin, to the Assistant Employment Manager of that organization. Replacing O'Keefe who held that position for 18 years is Joe Kapinski, a graduate of Northland College, Ashland, Wisconsin.

Joe S. Hauglie has joined the Employee Recreation and Services staff

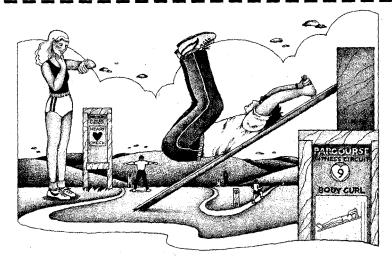
at Control Data Corporate Headquarters in Minneapolis, Minnesota. As Recreation Administrator, he will be working with the twenty-six Control Data employee recreation clubs located throughout the U.S. and Canada.

Hauglie holds a B.S. degree in Recreation, Parks and Leisure Administ-

ration from the University of Minnesota, where he graduated with honors in August 1979. Prior to graduating, Hauglie completed an internship with Xerox Corporation in Rochester, New York, where he was responsible for a fitness program and group travel at one of their sites.

rm

# **AMERICA SHAPES UP**



Parcourse Fitness Circuit, the hottest exercise phenomenon since jogging, is shaping up America with astounding success. This innovative European idea was first developed to medically sound perfection in the United States by Parcourse, Ltd.

Its concept is simple: to maintain overall physical fitness by performing specific exercises along an 18 or 9 station walking/jogging path. And it's great outdoor fun for everyone.

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In just three years we've introduced the *Parcourse Fitness Circuit* to millions of people in over forty states — at institutions as varied as the Hyatt Hotels, Harvard University, and IBM. Can we introduce it to you? For more information on the *Parcourse Fitness Circuit* and our related educational programs return the coupon below or call (415) 931-9444.

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GOOD YEAR



CATERPILLAR

The National Industrial Recreation is known by the companies it keeps — year after year. Over 2,200 company members represent NIRA, which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital com-

munications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation — just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.





TEXAS INSTRUMENTS



**National Industrial Recreation Association** 

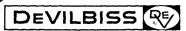
## GENERAL DYNAMICS







TRW defense & space systems group



Los Angeles Times



# **Babcock & Wilcox**







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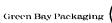






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# Region I Conference Hosted In Boxborough, Massachusetts

Boxborough, Massachusetts, was the site of the 1979 Region I conference held September 14–16 at the Sheraton-Boxborough.

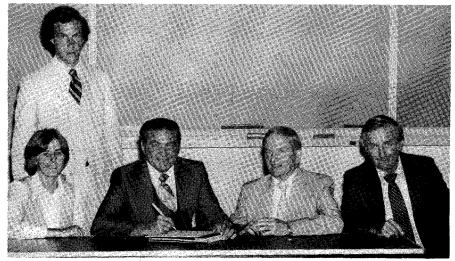
Conference participants registered Friday afternoon and visited the "Swap Shop" an area set aside from regular sessions where attendees could look over literature on employee programs and activities from other organizations which they might like to adapt to their own programs.

A poolside cocktail party officially kicked off the three-day meeting and led to an 8 p.m. dinner in the Colonial Room of the hotel. Dinner speakers included NIRA president **Kirt T. Compton** of Eastman Kodak Co., Rochester, N.Y.; **Patrick Stinson**, Executive Director of NIRA, Chicago, Illinois; and **John L. Sims**, Corporate Employee Relations Director for Digital Equipment Corporation, Maynard Massachusetts. Sims, the keynote speaker, addressed the subject "Management Support of Employee Recreation."

Five different seminars were held for delegates Saturday morning. Sales representatives Mike Cole of the Boston Celtics, Norm Fitzgerald of the Boston Tea Men, and Mike Chamberlain of the Boston Patriots, gave tips on purchasing discount tickets for employee groups to professional sports events.

In "Raising Money for Your Nonprofit Organization," **Dick Brown,** former treasurer and Immediate Past president of NIRA provided useful ideas for those attendees. Brown is General Manager of Texas Instruments' Texins Recreations Association.

Lloyd Randolph of the Equal



Chuck Bouchard, MIRC President, signs official papers making MIRC a NIRA member while other officers look on. Seated L to R: Joanne Poore, Vice President; John Porter, Treasurer; John Batchelder, Secretary. Pete Tassanari (standing), is the MIRC lawyer.

Employment Opportunity Commission, Boston, Massachusetts, discussed EEO implications in company recreation programs. **S. Regina Carrao**, Business Manager of Corporate Management and Employee Development, Digital Equipment Corporation discussed time management and making the best use of spare time to effect successful programming.

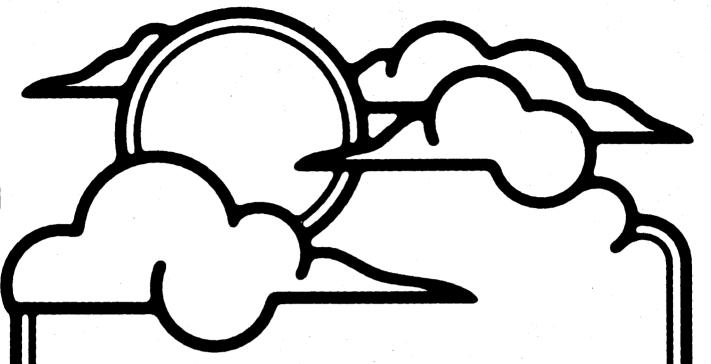
Afternoon activities found delegates visiting the exhibit hall or attending the seminar by **R. Keith Fogle,** Fitness Program Coordinator of Prudential Life Insurance Company, Newark, New Jersey. Fogle, who is also president of the American Association of Fitness Directors in Business and Industry discussed how recreation directors could run company fitness programs on a shoestring budget.

On Sunday morning it was back to business again with seminars

scheduled throughout the day. "You and Your Staff" coordinated by **Chuck Bouchard** of Raytheon, Methuen, Massachusetts, and **John Batchelder**, Liberty Mutual Life Insurance Company, Greenville, South Carolina, stressed the importance of staff recognition for jobs well done. At the same time conference participants in another seminar, had the opportunity to learn about setting up travel activities within their programs from representatives of airlines, hotels and the Civil Aeronautics Board.

An especially well-received conference session was "Programming for Retirees" by Raytheon's **Chuck Bouchard**. Here Bouchard discussed the success his company has had with monthly pre-retirement counseling sessions for employees and their spouses.

(continued on page 31)



# **National Industrial Recreation Association**

39th Annual Conference and Exhibit

Town & Country Hotel San Diego, California May 15-20, 1980

Complete registration form on reverse page and return to:

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# CUT OUT AND RETURN TO NIRA

# Registration

# The 39th Annual NIRA **National Conference and Exhibit** Town & Country Hotel San Diego, California

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# **Registration Packages**

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Delegate—NIRA member	\$140.00	\$150.00
Non-member delegate		\$165.00
Associate Members not exhibiting		\$210.00
Commercial attendees not exhibiting		\$295.00
All Spouses		\$ 85.00
Student Attendees		\$ 80.00
Children	\$ 65.00	\$ 75.00

# **Policies**

Include your check made payable to the National Industrial Recreation Association. No registration accepted without payment in advance. Registration can be accepted in San Diego at some inconvenience to you.

Mail registration and checks to: NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606.

Cancellation Policy . . . Full registration will be refunded if cancellation notice is received postmarked no later than May 2, 1980. After this date, full refund cannot be guaranteed. No refunds will be made unless request is filed before June 20, 1980.

# **NEWS IN BRIEF**

# Pool Heated By Solar Energy

In an aggressive effort to reduce natural gas consumption and lower utility bills, the University Athletic Club, Newport Beach, Calif., has turned to solar power for heating its swimming pool.

Art Mendoza, field supervisor for Southern California Gas Co.'s market services, said, "The use of solar power for swimming pool and domestic water heating can result in significant reductions in natural gas demand for these traditional heating uses.

"We encourage the installation of solar energy systems wherever it is feasible in the interests of extending existing supplies until new supplies are available. We are also encouraging the elimination of unwise and wasteful uses of natural gas."

Gas-fired equipment at the facility includes forced air units for space heating and boilers for domestic hot water and a hot water spa.

There are also two large gas-fired heaters for the swimming pool which will now act as backup for the solar system.

The solar system consists of  $274' \times 10'$  panels plus related equipment that, on clear days, maintain an 80-degree temperature in the  $25' \times 75'$  outdoor swimming pool.

Except for heavily overcast and stormy days, the system is expected to be operative on a year-round basis. A monitoring system will keep tabs on the operation and record those times when the gas backup will be required to maintain comfortable swimming temperatures.

"We expect a meaningful reduction in natural gas usage," Mendoza said, "and an important savings on the club's annual gas bill."

# Ski Touring Guide Now Available

A comprehensive book on recreational trail skiing is now available by writing, The Ski Touring Council, Troy, Vermont 05868. This, the 16th edition of The Ski Touring Guide, 200 pages, price \$5.50, lists completely updated information on ski touring areas and trail descriptions. About a third of the book is devoted to information on equipment, clothing, safety measures and other helpful topics. The Ski Touring Council also publishes The Ski Touring Schedule, \$3.50, which lists touring and cross country events, races, workshops, and Olympic events.

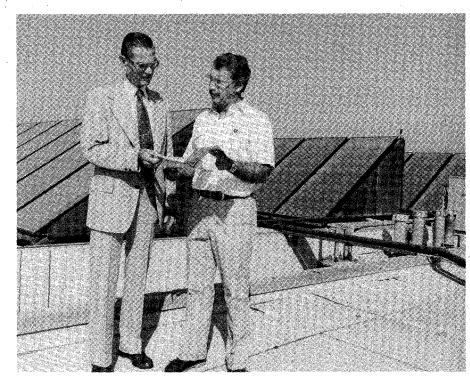
# **RV Shipments Expected** to Rise in 1980

Recreation vehicle shipments in 1980 will be up 4 percent from 1979, according to the Recreation Vehicle Industry Association (RVIA).

"We're coming off one of our worst years ever," said John Agno of Thetford Corporation, Ann Arbor, Mich., chairman of RVIA's Market Analysis Committee. "But we are expecting to rebound slightly next year despite our country's continuing money and energy problems.

'And we're extremely bullish about the industry's long range outlook," Agno said.

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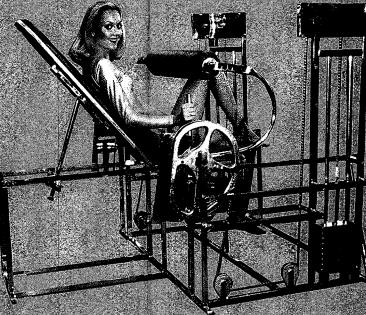


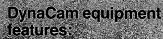
Solar panels cover the roof of the University Athletic Club, Newport Beach, California. The system was installed to heat the water in the club's large, outdoor swimming pool. Clark Graves, right, club owner, discusses the new system, which uses 27 four-foot by 10-foot panels, with Al Alcott, gas company representative. Two large gas-fired heaters serve as backup for overcast days. An 80-degree temperature is maintained in the pool.

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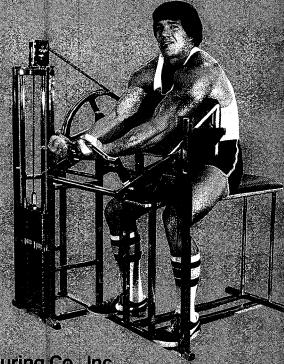
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## **ASSOCIATE PROFILE**

## **ASSOCIATE PROFILE**

# The Lincoln Heritage Trail: An Adventure In American History

Plan to do a little Trail blazing this summer along the 2,200 mile medallion-marked Lincoln Heritage Trail—the highway through history that cuts a lazy figure eight through Kentucky, Indiana and Illinois. The Lincoln Heritage Trail will supply the maps, the route and the reason.

The Kentucky portion of the Trail touches on all the old Lincoln homesteads—the Lincoln birthplace, now a national park, and sites important in Lincoln's adult life.

Kentucky's alternate Trail routes include immaculate, well-equipped state parks to visit: Mammoth Cave; Shaker Village at Pleasant Hill; Mary Todd's home in Lexington; and Keeneland Race Course.

You'll be enchanted with the fall glory of Brown County State Park in Indiana and amused by the shops and restaurants that have sprung up in the old artists' colony of Nashville. At Vincennes, you'll find the office of the WESTERN SUN, the newspaper Lincoln read; and, of course, the historic George Rogers Clark Memorial.

A bas relief monument on the banks of the Wabash commemorates the Lincolns' entrance into Illinois. A series of log cabins in woodsy state parks record the further wanderings of the family. There's even an entire village of log cabins and costumed guides at New Salem State Park. Nearby Petersburg is the birthplace of Edgar Lee Masters, the bitingly satirical author of the Spoon River Anthology.

Abraham Lincoln, the lawyer, rode the circuit in Illinois. He argued cases at the Mt. Pulaski Courthouse and the Postville Courthouse in Lincoln, the only town named for him along the entire Trail. In Vandalia, he was identified with a group of legislators called "The Long Nine" because they were all well over six feet tall.

Incredibly rich in Lincoln's presence is Springfield where you'll find Lincoln's home—the only one he ever owned, the Old State Capitol where he delivered his oft' quoted "House Divided" speech, the depot where he said farewell to his friends when he left for Washington and his tomb at Oak Ridge Cemetery.

You'll learn a lot about Mr. Lincoln in Quincy and Galesburg, Charleston and Decatur; you'll discover the Mormon way of life in Nauvoo. All this and so much more is waiting to bid you welcome along the Lincoln Heritage Trail. Spend a day, a weekend or a full vacation in Lincoln Country. For a free brochure with map, write: Lincoln Heritage Trail Foundation, 702 Bloomington Road, Champaign, IL 61820.

# Dynamics Health Equipment . . . A Proven Winner

Researchers at Syracuse University using weight machines designed and manufactured by Dynamics Health Equipment Manufacturing Co., Inc., of Houston, Texas, have found that a program of exercises on weight machines can positively affect the three basic components of total physical fitness: cardiovascular respiratory endurance, body composition and body strength. The statistical data generated by the researchers in the study clearly show that weight training can make significant contributions not only to the development of body strength, but also to the development of total physical fitness.

Dynamics DYNA-CAM and its unique excellence in design requires many months of planning and testing to insure the best and most productive features available in full-range exercise. An exercise is full-range only if it provides resistance throughout the entire movement of the muscles involved.

In addition to full-range exercise, DYNA-CAM is designed to permit fast easy entry and exit from each machine. This allows the user to train on one DYNA-CAM machine and proceed to the next very quickly. The user therefore maintains a more level pulse rate during his exercise program, an important factor in insuring maximum cardiovascular benefits.

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Dynamics is equipped to provide cost-free planning and research, comprehensive blueprint layouts and designs, equipment recommendations and technical literature necessary to start and operate a health facility. This includes sample operations and sales manuals, workout cards, membership cards, figure analysis and much more.

Dynamics is also staffed and equipped to provide management guidance, operational manuals, nutritional/fitness programs and suggested contracts.

To learn more about what Dynamics has to offer you, see the advertisement on the opposite page or contact: Lloyd Lambert, President, Dynamics Health Equipment, 1538 College Ave., South Houston, Texas, 77587 or call: 713/946-5734 or 800/231-4245.

#### **NEWS IN BRIEF**

(continued from page 21)

RVIA is forecasting the total number of vehicles to be shipped in 1980 at 208,600, not including multi-use vehicles (van conversions, pickup trucks and specialty vehicles). Projected year-end totals for this year are 200,800, excluding multi-use vehicles, and approximately 300,000 for the entire industry.

"Money is the major problem right now," Agno said. "High interest rates drive up floor planning costs and squeeze dealer profits, and cause problems for manufacturers and consumers as well.

"But it looks like the money situation is improving and we're expecting the positive trend to continue," Agno said. "We think the economy will be in much better shape by the second quarter of 1980 and we're looking forward to a good spring market for the RV industry."

Motor homes are expected to sell at the same rate in 1980 as they did in 1979, according to the RVIA forecast, while towable RVs are expected to improve by 6 percent. Towable RVs include: travel trailers (forecast at +6 percent in 1980); fifth-wheel travel trailers (+16 percent); fold-down camping trailers (+4 percent), and truck campers (-3 percent).

The Market Analysis Committee, which made its 1980 forecast on October 30, 1979, is made up of nine industry leaders in addition to Chairman Agno. In making its forecasts it takes into consideration industry opinion, econometric forecasting techniques and an analysis of trends in the industry.

# Muzzle Control and Shooter Safety

The shooter lined up on the clay target and pulled the trigger but, instead of a puff of black smoke from a broken bird, there was only a click. A few moments later, as he was checking to see why the gun hadn't

fired, it did. Fortunately, no one was injured. That incident on the skeet field last summer illustrates the importance of following one of the most basic rules of gun safety: Always point your gun's muzzle in a safe direction.

Whether in the field or on the range, that simply means never pointing a gun at anything you do not intend to shoot.

What direction is "safe" can also depend on the circumstances; what might be safe in one instance could be dangerous in another. A typical day in the field hunting illustrates this

The first thing to remember is never to pull a gun toward you by the barrel when taking it out of the car. And also make sure that the muzzle doesn't point toward anyone else. Keep actions open until in the field, and unload and keep the gun open when leaving the field.

Be especially careful when loading or unloading your gun. Unfortunately, this is a time, when some shooters unconsciously relax in their regard for safety. Don't—gun safety is a full-time proposition.

In the field, there is no one way to carry a gun that is safe in every situation. During the course of a day in the field, it may be necessary to change how you are carrying your gun depending on where your fellow shooters are and the type of terrain you are going through. For example, carrying your gun across your arm is comfortable when walking through an open field, but it can be unsafe if someone is beside you. Carrying a gun over your shoulder is fine, so long as no one is behind you. The important thing is always to be aware of where your gun's muzzle is pointing and to make sure it never points at anyone.

On leaving the field or range, unload your gun, taking care to make sure the muzzle is pointing in a safe direction. And never put a gun in the car stock first with the muzzle pointing at you. Firearms safety starts with you. Make no mistake about it.



# Golf is Subject of Resource Guide

The game of golf has a documented history of more than 500 years, and a literature that is as prolific as any game played. Golf: A Guide to Information Sources (232pp./\$24.00) contributes to a broad understanding of the history, personalities, playing locations, equipment, and psychology of the game.

Published by Gale Research Co. in December, 1979, the guide provides an introduction to the study, research, and enjoyment of the game for the professional and amateur golfer, as well as a reference source for students, course managers, instructors, and others with a general interest in the sport. The editors have been selective in listing works thought to be most easily obtainable at this date, with the great majority having been published in the past ten years.

Two parts divided into sixteen chapters furnish details on sources of information in print and non-print media. Materials available in libraries, museums, and special collections are also cited. The first section covers books available on the history of the game, clubs, and tournaments . . . Architecture of the golf course . . . Course management and maintenance . . . Other playing locations . . . Golf rules . . . Golf humor . . . Psychology of golf . . . Equipment.

(continued)

#### **NEWS IN BRIEF**

(continued from page 24)

Part 2 lists other information sources including golf periodicals, libraries, museums, films, videotapes, and art prints and paintings. Coverage is also given to materials on: Golf course designing and building . . . Golf instruction . . . College golf teams . . . College turf management . . . Golf club and course management programs.

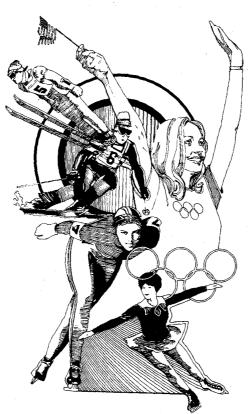
Completing the guide are author, title, and subject indexes.

# National Fishing Week, May 12-18, Promotes "Take A Kid Fishing"

In the belief that the sport of fishing brings families closer together, the American Fishing Tackle Manufacturers Association has adopted "Take a Kid Fishing" as the theme for National Fishing Week, its major promotion set for May 12–18, 1980.

Emphasis throughout the year will be on teaching youngsters to fish. And before, during and after the National Fishing Week period, retailers of fishing tackle and fishing clubs will be urged to stage clinics and demonstrations on such subjects as bait-and-fly casting, fly-tying, and lure retrieval techniques.

Opportunities will be sought for the involvement of Boy Scout and Girl Scout troops in sport fishing and in wilderness preservation and fishery development. Community youth program committees will be asked to incorporate fishing into summer recreation plans. In addition to the retailer, AFTMA hopes to involve fishing clubs, fishing-related organizations (such as Trout Unlimited), its own National Youth Fishing Program and the media in a unified effort to make sport fishing in 1980 a family affair.



# "The Female Athlete" Is Conference Theme

A North American Conference on women in sports and recreation will be held March 21–23 at Simon Fraser University, Burnaby, British Columbia, Canada. Sponsored by the university's Institute for Human Performance, the meeting is aimed at all recreation specialists, physical educators, coaches, trainers, sports administrators, health professionals and all women who participate in physical activity at the recreational or competitive level.

It will present current applied information on physiological, psychological and sociological issues relating to women in sports and recreation as well as provide an opportunity to interact, share experiences and participate in discussions, workshops and physical activities.

Topics of interest include: administration of recreation programs for girls and women; factors influencing female sports participation; limiting and unique capabilities of women in sports; injuries common to women in sports; and

the effect of current sports legislation on women in Canada and the U.S.

Among the featured speakers are Ann Hall, Physical Education Department, University of Alberta; Abigail Hoffman, Director of Sport, Province of Ontario; Dorothy Harris, Center for Women and Sports, Pennsylvania State University; and Mary Keys, Chairperson, Physical Education Department, McMaster University.

Further information may be obtained by calling the Continuing Studies Department, Simon Fraser University (604) 291-4565.

# Sportsmedicine Digest Debuts Nationwide

How safe is the football equipment used by young athletes? When, if ever, should athletes use drugs? Do women in sports require different training techniques than men?

In the new monthly publication, SPORTSMEDICINE DIGEST, a panel of leading sports medicine authorities write about these and many other timely subjects relating to amateur and professional athletics.

According to Co-Publisher Dick Freed, of PM Publishing, Inc., "We brought together experts in sports medicine from the National Athletic Health Institute (NAHI)-orthopaedic surgeons, trainers, physiologists and nurses-to give their input on all phases of sports education and health improvement. SPORTSMEDICINE DIGEST is the first authoritative newsletter dedicated to the prevention, treatment and rehabilitation of problems related to all sports and recreational activities, from the playground to the professional field."

"The format of SPORTSMEDI-CINE DIGEST is easily readable by anyone interested in sports, be it the health care professional, the athletic director, or the parent," said Freed.

(continued)

nic will teach her the basics of promotion, accounting, and purchasing as well as teach her the importance of setting goals, meeting deadlines, soliciting volunteers and delegating the work—all essential skills of an effective manager. It's an opportunity she can use to her advantage to demonstrate managerial skills and possibly break out of her routine job as just another clerical in the typing pool.

- Creating a desireable, enjoyable, pleasant working environment whether through "specials" in the cafeteria, employee contests and competition or the proverbial bonus for the best idea in the company suggestion box.
- Providing cultural, social and educational opportunities to employees and their family members whether through classes in speedreading and conversational Spanish or through group field trips to museums, amusement parks or other entertainment attractions.
- Helping to stretch the employee paycheck, not always feasible through regular raises, by negotiating merchandise discounts from suppliers in exchange for product promotion.

- Encouraging the development of hobbies and skills through a company gardening or photography club, a ski group or other suborganization.
- And not least of all, preparing employees who are middle-aged or older for that inevitable day of retirement. Encouraging all employees from the day they are hired to engage in a number of programs and activities to keep them from feeling upon retirement that such activities were meant only to "kill time."

All of these opportunities should be extended to the employee's family in a spirit of caring, concern and good employee relations.

Only you as the program administrator for your company, can really know what kinds of programs and activities may be successful in your organization. It is up to you to set your priorities and, through careful research and sound reasoning, to convince management of the importance of your program objectives. By combining your knowledge and efforts with management's participation and support, the objectives leading to high employee morale will be reached and maintained. **Im** 

#### **NEWS IN BRIEF**

(continued from page 25)

"The original articles, papers and seminar reports contained in our Digest cover the most significant advances and developments in sports medicine, recreational health and physical fitness. SPORTSMEDICINE DIGEST is an invaluable learning tool for those working with little leaguers, major leaguers, weekend joggers or professional athletes, in the school yard or sports arena."

In addition to a lead article on an important aspect of sports medicine, the publication includes a monthly question and answer column, book reviews, product information and health warnings. Future issues will focus on such subjects as head and neck injuries, winter sports, swimming, jogging, boxing and mountain medicine.

For further information, contact P.M. Publishing, Inc. (213) 873-4399. P.M. Publishing is located at 6931 Van Nuys Blvd., Suite 305, Van Nuys, Ca. 91405.

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# **ACCELERATING EMPLOYEE SERVICES:**Theme of Region III Conference

"Accelerating Employee Services—an Employee Morale Booster"—that was the theme of the third annual Region III conference held October 10–11 at Fermi National Accelerator Laboratory, Batavia, Illinois.

The two-day conference opened Wednesday morning with welcoming addresses from Helen McCulloch of Fermilab and Alan Benedeck, Allstate Insurance Company, Northbrook. Mel Byers, NIRA consultant and author of RM's monthly column "Ideas Clinic" was the first speaker of the day. The focus of his presentation was on the importance of understanding why recreation and employee services programs are essential to the company and its employees alike. "Without both management and its people thoroughly understanding the objectives and working toward their accomplishment," he explained, "no program will ever succeed."

Following Byers presentation was a sketch featuring Mike Brown, Marketing Director of NIRA and Maria Fink, a representative of Sun Sations Vacations Concepts, Daytona Beach Shore, Florida. Mike portrayed a company recreation director and Maria played the role of the supplier in a session entitled "How to Form a Business Relationship." Mel Byers served as moderator for this informal but serious presentation which pointed out the responsibilities of both parties in the buying and selling of merchandise or services for employee discount programs or activities.

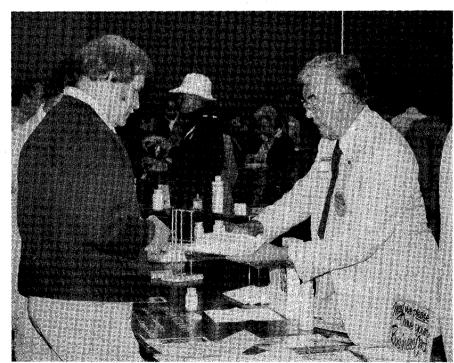
An exhibitors' reception followed the morning session providing conference attendees the opportunity to talk with suppliers. Concurrent workshops were featured that afternoon. Recreation directors with company programs three years old or less heard Jack Rinaldo of Atwood Vaccuum, Rockford, discuss the pitfalls they may encounter and de-

scribe the resources available to improve and expand programs.

Helen McCulloch of Fermilab addressed conference attendees whose

(continued on page 31)





Elliott Sortillo of Bethlehem Steel, Burns Harbor, Michigan, and John Kassin, of Sullair Corporation, Michigan City, Indiana, review some hypothetical liability cases at one conference seminar (top), while (above), Frosty Ainley, Bronson Pharmaceuticals, LaCanada, California, chats with an attendee in the exhibitor's hall.

#### Communication

Communication is the main social thoroughfare from here to anywhere. Unlike a pedestrian thoroughfare, it cannot be traversed alone. There is no communication until two or more persons share information, attitudes, and emotions. There must be a transmitter and a receiver, both turned on. Though a radio station may broadcast all day, no communication occurs unless someone has a radio turned on and tuned in.

The radio is a useful simile, for we need to keep in mind that we also can be turned off or tuned out. We are most likely to be tuned out if we are threatening in manner or if the message is threatening. We also risk being tuned out if the message is dishonest and insincere, if it is very biased and consists of half-truths, or if it is exaggerated and overembellished. Stated in the positive, we are most apt to communicate when we are friendly and non-threatening, honest, factual, and complete.

Communication involves emotions as much or more than logic. This is particularly important in industrial recreation where so much communication is between individuals or among small groups. Therefore, to the extent possible the director will try to know the receivers' backgrounds, preconceptions, and interests. Beyond that the director should strive to be perceptive, aware of current and changing attitudes and feelings of others. In communication it is important to seek feedback. We question, listen, and probe to discover whether what is coming out of the communication pipeline is what we put in. There is so much room for misunderstanding or misinterpretation. Only when the sender and receiver attach the same meaning to the words spoken or written does communication occur.

Finally, communication is more than the sum total of words and gestures. We communicate optimism by being optimistic, friendliness by being friendly, complacency by being complacent, and despair by despairing.

#### **A Communications Network**

The employee association can become a communications network if the director plans and works toward that end. In that case, the director and the director's office become something akin to a central switchboard. The director should maintain communication with top management, all supervisory levels, and the different worksites and operating divisions. Being at the same time in communication with the association governing board, the volunteer workers, the committees, the subclubs, and the members at large, the director not only passes information from one to the other, but stimulates each part of the network to seek communication with other parts.

All aside from the director's efforts, much unplanned communication occurs as workers from different levels and work areas get to know one another through association sponsored hobbies or other recreational interest. For the most part, however, this important function of the employees association is not recognized. Program directors must take it upon themsleves to help Mangement to discover that the employee association is a ready-made and highly-effective channel for communications of all

kinds, moving in all directions.

#### Communication within the Association

Within the organization, one key to communication is involvement. That program is best advertised and promoted internally which has the interested planning and participation of the largest number of members. Each member does not have to participate, but each member needs to be represented. The different age groups, the different plant status levels, the different marital statuses, the different shifts, the different sexes—persons of all these categories should each be represented. This is both so that their ideas may get into the "mix" and so that they may receive feedback about matters which may be of special interest to them. If the employee activity organization has been organized with a broadbased pyramidal structure, and if it has been organized with communication as a deliberate objective, communication will be greatly facilitated. If communication has not been structured in deliberately, the director must improvise as possible.

It is especially critical that those in a leadership role within the association be kept well informed. This includes the members of the board of governors, the staff, committee chairpersons, and subclub leaders. The director should be especially diligent to keep in close communication with members of the board of governors. The formal board meetings are not nearly sufficient for adequate communication. These should be supplemented with personal telephone calls and informal

is involvement. That program is best advertised and promoted internally which has the interested planning and participation of the largest number of members. Each member does not have to participate, but each member needs to be represented . . .

notes. The importance of these informal contacts with other volunteer leaders differs only in degree. Being "in the know" makes all these persons feel better and more cooperative. It also makes them function more efficiently in the communications network.

Communication with members of the association staff is taken for granted. Yet it is surprising how often one staff member is ignorant of an assignment given to another staff member, even when that assignment may have implications for the work of the one left in ignorance. This is as true in business organizations as it is in recreation

(continued)

ssociations. This failure of the right hand to know what ne left hand is doing is accidental rather than planned, out it will happen unless deliberate methods are taken to void it.

The importance of a well-informed staff can hardly be exaggerated. Failure to keep the staff well informed ofends the members, leads to their embarrassment, creates unnecessary friction between the members, makes it difficult for them to function effectively, and even affects the director's credibility.

The best means of preventing this unintentional information-gap is frequent and regular staff meetings. These meetings also serve to increase the communication of staff members with each other. Staff meetings are opportunities to hear from the staff as well as to speak to the staff. The meetings are a way to keep all informed, to probe for feedback, and to pool knowledge and ideas. One hour a week (more or less, but certainly not two or three hours) should regularly be set aside for such staff meetings. Equally important is the "tone" of the meetings. An attitude of openness and receptiveness to the ideas of others creates the most fruitful climate for staff meetings.

#### Communication in Meetings

Of meetings, within the requirements of brevity, it is a challenge to write anything that is not trite or superficial and that will be especially applicable to the position of program director. Almost everything depends upon the size of the meeting, its composition, and its purpose. All



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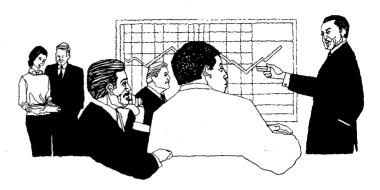
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For Information

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Large Meetings

In employee recreation associations, there are few occasions for large meetings. Those few require careful planning both in regard to the program and the house-keeping arrangements. Program planning usually receives much attention but the opposite is true of house-keeping arrangements. Carelessness here can almost spoil a meeting even before it is begun.

Far too often people begin to arrive at a meeting to find the doors not yet unlocked and no one available with a key. Or the lights are not on, and those present do not know where to find the right switches or fuses. Or the meeting hall is not yet sufficiently warmed, or cooled. Or the speakers' platform is not yet arranged. Or the public address system not set up and tested. The audience then may be irritated by not being able to hear, or by being assaulted by the squeal of microphone feedback.

Among the most common of omissions is failure to arrange for ushers. The speaker should not have to intersperse the message with announcements that there are still a few seats on the third row left. If these and other housekeeping arrangements are well handled, it is unlikely that the program director will receive much credit; but it is certain that the director will be blamed if they are poorly handled.

There are a number of other and less obvious responsibilities of the program director. The director will seldom conduct a large meeting—most often the function of the association president—but will always be very involved. It is the director's responsibility to train the meeting chairperson, if need be, in parliamentary procedures. The director also arranges for an association parliamentarian to assist and support the chairperson. It will most likely be the director also who will have to see that appropriate information is obtained for the introduction of an outside speaker.

The director must be prepared discreetly to rescue the inexperienced chairperson thrown momentarily off bal-

(continued on page 30)

ance by a question, objection, or other unexpected development. Discreetly also, the director should serve as a moderating influence if a wide divergence of opinions develop.

Above all, the director must be well prepared personally to respond to requests for information or reports. Hardly anything is more impressive or persuasive than hard data, the exact facts and figures. Having that hard data available is crucial. Some can be memorized, some can be on note cards, and the remainder in printed material at hand. The director should be so familiar with that material that needed information can be located at a moment's notice. Being well prepared is not difficult; it merely requires careful planning and foresight. Some of the information needed will be made obvious by the program or agenda. Some will be suggested by personal conferences with the program chairperson. The remainder must be the result of deep thought by the director as to possible directions the program might take.

Large meetings are not the best method of communication, but they are important to the program director. If they are not carefully planned in respect to housekeeping details as well as to program content and actual presentation, they may be of very little usefulness.

#### **Oral and Written Communication**

Here we are concerned particularly with goal-directed communication. By "goal-directed," we mean communication which is undertaken to achieve a specific objective. Much of such communication will be directed to Management and is especially significant in that regard. Examples include requests for Management support for a new facility or a new staff assistant, Management support for a new program or a new policy departure, or special Management participation in some project.

Adroitness in goal-directed communication will contribute greatly to the success of the program director personally and of the employee association. The two basic avenues, oral and written, each have their advantages and disadvantages.

Oral communication is usually best for the introduction of new ideas or projects. Oral communication permits us to "ease" into a sensitive matter and then proceed or back off gracefully if Top Management appears unreceptive or unready. If the goal is important, we back off only to try a different approach later or to seize upon a more favorable time.

The oral approach also allows us to expand upon our ideas, clarify ambiguities, and respond to objections in the briefest period of time. In the event Management's response is enthusiastic, the oral approach allows us to

seize upon the opportunity—to strike while the iron i hot—and derive the maximum benefit.

Conversely, a written proposal for a significant new departure often may carry a suggestion of bluntness of may be subject to misinterpretation. A rather innocent request is sometimes taken as a challenge or as a threat by a superior. An unfavorable response is also likely to be final and not permit another try from a different approach

... Above all, the director must be well prepared personally to respond to requests for information or reports. Hardly anything is more impressive or persuasive than hard data, the exact facts and figures. Having that hard data available is crucial . . .

later. The greatest weakness of the oral approach is that verbal understandings or agreements are too subject to misunderstanding and too dependent upon the frailty of human memory. Therefore almost all oral understandings or agreements should be put into writing.

Enthusiasm may wane and human memory is not very dependable. Having received a sought-after response from Management it might be tempting to say, "Put it in writing," but that is not practical. Sometimes Management will do just that on its own initiative. Lacking such a written record, the program director may yet get the matter into writing. The method used will depend upon many factors.

One direct approach is a simple memorandum of confirmation, prepared as soon as possible after the director returns from the meeting and while the matter is fresh in mind. One must be tactful, of course, but if Mangement does not immediately answer with a memo "correcting" the director's impressions, the director's memo remains permanently as the accepted version of what transpired.

An indirect and often more tactful method of confirming agreements of promises is to send a memorandum of thanks in which the director details steps already taken to implement the agreements reached. As, for instance, 'Thank you very much for . . . . The staff were delighted

(continued on page 10)

# professional services directory



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Sue Siwicki, Bankers Life & Casualty (left) and Don Reschenberg, Joseph Schlitz Brewing Co., (left), listen as NIRA consultant Mel Byers (center), makes a point in a roundtable discussion.

#### **REGION III**

(continued from page 27)

programs were four to seven years old. One common problem she cited for this category is that of growth: trying to make your program grow when funding doesn't grow with it.

**Sue Siwicki** of Bankers Life and Casualty Insurance, Chicago, addressed the special problems of company programs established 8 years or longer. Keeping employee programs fresh and innovative was her main emphasis. One suggestion she offered was to survey employees throughout the company on past and future programs to better be able to improve and expand them.

Following these workshops were three more concurrent sessions on "Program Participation and Communication." Again, delegates attended appropriate sessions based on the size of their companies.

Betty Atchison of R. R. Donnelly, Chicago, spoke to those from companies with 2,500 employees of less; Sue Siwicki, Bankers Life and Casualty addressed attendees from companies with 2,500 to 7,500 employees and Frank Havlicek of Motorola, Schaumburg, spoke to recreation directors whose companies employmore than 7,500 workers.

These sessions were followed by a tour of Fermilab's facilities and a casual dinner to end the first day of the conference.

The next day's activities opened with a session on liability in which a series of hypothetical case studies were presented and discussed by corporate legal counsels Jim Diller of Allstate Insurance Company, and Varda Goldman of Motorola. This session was followed by a panel presentation on four areas of special interest to recreation directors: Flores Hess of State Farm Insurance Company, Bloomington, spoke on travel; Bill Hill of Blue Cross-Blue Shield, Chicago, discussed discount programs, Frank Chico of People's Gas & Light Company, Chicago, gave tournament tips and Mary Morris, then editor of RECREATION MANAGEMENT Magazine, discussed the importance of publicity to successful employee programs.

Luncheon followed with a presentation by **John Kassin** of Sullair Corporation, Michigan City, Indiana. His company's unique employee services and activities program was highlighted a few years ago on 60 MINUTES the popular Sunday night CBS-TV newsmagazine.

#### **REGION I**

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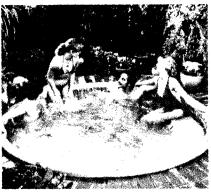
Nancy Gransmiller, Employee Relations Coordinator for DeVilbiss Company, Toledo, Ohio, headed a seminar entitled "So You're Just Getting Started?" a session on initiating employee recreation programs and services.

At 11 a.m. Paul Fontas, president, and James Tombino, sales representative of Whole Health Program Inc., jointly presented the movie "Get off your Duff" which encouraged recreation directors to try new and innovative programs.

The 1979 Region I conference closed after a Sunday brunch with offers of congratulations to the new IRC from NIRA Executive Director, Patrick Stinson.

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# NIRA CALENDAR

# Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

**Associated Industrial Recreation Council**/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois, Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

**Columbus Industrial Recreation Association**/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Janet Harris—(614) 421-6940, ext. 2951.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)**/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons—(214) 263-0211, ext. 252.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 445-5938.

**Houston-Galveston Area Industrial Recreation Council**/ Houston, Texas. Meets on the third Tuesday or Wednesday of the month. Contact Laura Davis (713) 778-2825 or Jim Walker (713) 333-4150.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

**Industrial Recreation Association of Detroit/**Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact Bill DeNeau—(313) 237-7753.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

**Greater Los Angeles Area Industrial Recreation Council/**Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 679-4511, ext. 2693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact John Batchelder (617) 357-9500, ext. 3289.

**Milwaukee Industrial Recreation Council**/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

**New York Industrial Recreation Directors Association**/New York, New York. Meetings are held once a month from September through May. Contact Ron Philips—(212) 679-3600.

**Northern California Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Jesse—(408) 446-5855.

**Oakland Industrial Recreation Association**/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association**/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714)277-6780, ext. 338.

**Toledo Industrial Recreation and Employees Services Council (TIRES)**/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the second Thursday of the month. Contact Irene Heavey (202) 338-8550, Ext. 551.

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# **SERVICES & ACTIVITIES**

## **Purpose**

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

## Services and Activities

## RECREATION MANAGEMENT -

Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

**Program Manuals and Information Center** — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

**Periodicals** — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

**Free Clerical Services** — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops - A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location. Certification Program - NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

**Employment Services** — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

**Intern program.** Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

**Research Foundation, Reports** — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

# Types of Membership

**Organization** — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

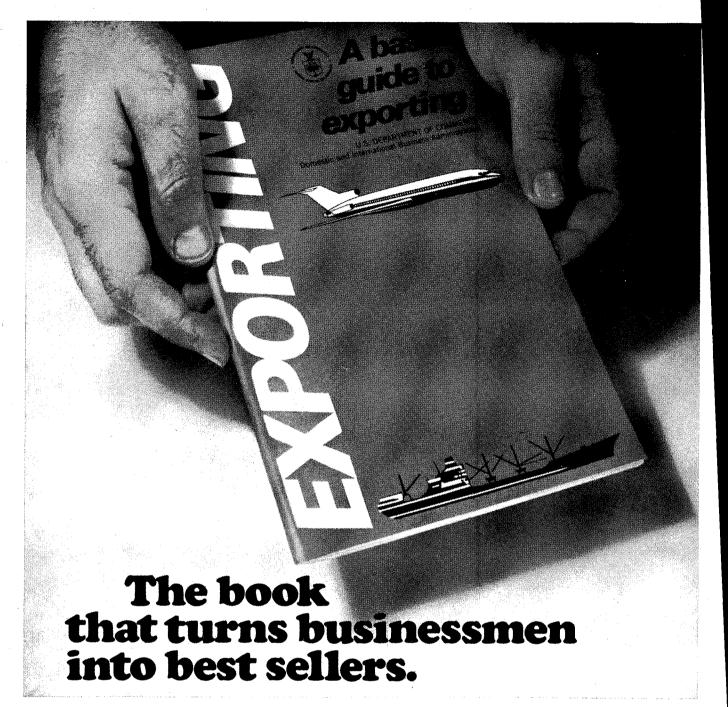
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**Individual** — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee. Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.



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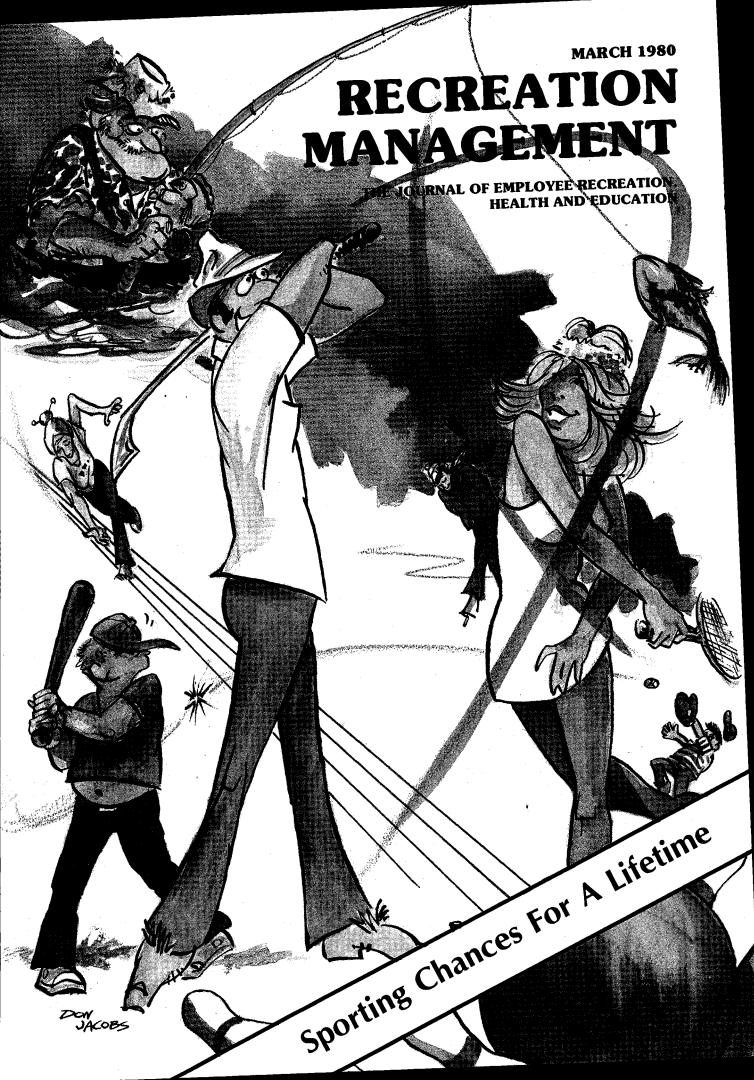
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#### What is NIRA?

The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

ORGANIZATION ANNUAL DUES are based on number of employees eligible for your program.

More than 10,000 employees	(10)	\$250
5,001to 10,000 employees	( 6)	\$200
1,001 to 5,000 employees	(4)	\$160
Fewer than 1,000 employees	(2)	\$100

) = Number of copies of Recreation Management Magazine included free as a member service

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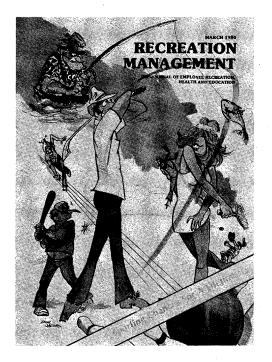
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#### IN THIS ISSUE . . .

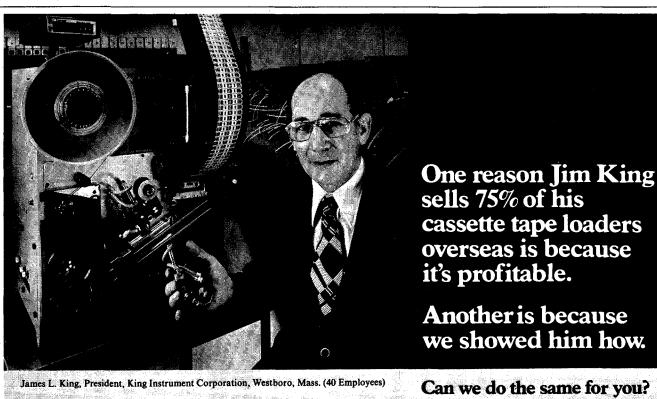


Release from tension, relaxation and just plain funthese are a few of the reasons people give for participating in sports activities. In "Sporting Chances For A Lifetime," page 15, our cover story delves into these and other reasons why the so-called "lifetime sports"—golf, tennis, racquetball, bowling and others—have become so popular with people today.

As the availability of "flextime," 4-day work weeks and 3-day holiday weekends continues to increase, people are finding they have more leisuretime at their disposal—and they're beginning to place more importance on how that leisuretime is spent. Using it to develop their skills in many of the lifetime sports is one avenue they are beginning to take.

On page 5, NIRA President Kirt T. Compton discusses the importance of offering a variety of recreational activities and employee services to maintain a well-rounded program. And in "Ideas Clinic," NIRA Consultant Mel Byers advises one recreation administrator on how he can spice up his company's golf league.

A three-page photo story entitled "Facilities In Progress" begins on page 20, featuring the Fluor, Rolm, and Xerox Corporations' recreational facilities currently under construction.



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Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

### MOTOROLA'S RECREATION MANUAL AN INDISPENSABLE TOOL FOR PROGRAM PLANNERS

"Organization of Recreation Events," "Budgeting" and "General Administrative Policies" are the titles of the first three sections of the Motorola Corporation's *Recreation Manual*, a primer for Recreation Administrators compiled last year by Motorola's Frank Haylicek, CIRA, Bill Bruce, CIRA and former Motorolan Barry Tripp.

The publication is a loose-leaf volume containing more than 240 pages of detailed practical information on a wide range of employee services and activities. Its design as a three ring binder allows continuous updating, revisions and additions to its contents as well as offering a convenient means for the recreation manager to duplicate appropriate sections for distribution to key personnel.

Other sections of this comprehensive work include such subjects as safety, accidents and insurance; clubs and their administration; and an entire section on organizing picnics including site selection, themes, food service, games, entertainment, transportation, and prizes.

The section entitled "Physical Activity Groups" provides ideas on developing sports activities, sample team entry blanks and rosters, diagrams of common field and court dimensions, sources of official rules for sports activities, and tips on recognition, awards and trophies.

Section VIII, "Special/Social Activities," contains suggestions on

financing such events, plant site activities, off-site family activities and a section on discount ticket sales.

The final section of Motorola's **Recreation Manual** covers service clubs. This portion includes an introduction to service club events, tips on financing them, a programing and planning guide and organizing recognition banquets from site selection and table arrangements to menu planning and entertainment. (For a complete section-by-section listing of the manual's contents see RECREATION MANAGEMENT Mag-

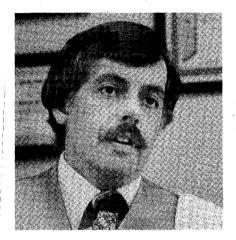
azine, September, 1979, pages 13–15.)

In a profession such as ours which in many ways is just beginning to expand and develop, it is essential for the professional to learn all he or she can in order to perform the best job possible. Motorola's *Recreation Manual* is one tool that is indispensable for administrators whose goal is just that. Copies of this handy resource guide may be obtained through NIRA headquarters at a cost of \$35 for NIRA members and \$48 for non-members.

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# The NIRA President would like a word with you

#### ... about the importance of a well-rounded program



Kirt T. Compton, CIRA Eastman Kodak Company 1979–80 NIRA President

What kinds of programs and services does your company offer its employees? Are they varied? Do they appeal to a variety of ages? Do they draw participation from men and women alike? Is yours a well-rounded program that's exemplary of the well-rounded employee?

People differ in their interests and abilities as much in the world of leisure as they do in the world of work.

It is up to us as recreation administrators to recognize that differences exist among employees in both the kinds of activities and programs that interest them and the degree of involvement they wish to pursue. Our job is to determine what our employees' most common recreation and leisuretime interests are and then to meet those interests through creative programming.

But programming for the majority is just the beginning. Still to be served are those with less common

interests—those who may be reluctant to join an activity for whatever reasons: feelings of inadequacy—that they're too unskilled or uncoordinated to compete on a group level; or perhaps they're just more introverted than others and prefer quieter, less aggressive, more personal activities—preferring the sidelines to the limelight of recreational activities.

What alternatives do you have for these people? Does your program offer such leisuretime alternatives as special interests clubs for those with specific hobbies? How about a variety of cultural events that include plays, concerts, exhibits, operas or other spectator activities?

Does your program take into consideration the special needs of the older employee whose interests and abilities may change with the years? And what about single people, co-ed activities, and programming for women of all ages?

Dealing with people as we do in our profession, is often a complex job. Not only must we strive to meet the needs and desires of a variety of individuals through a variety of programs, we must aim to make each of the programs we offer an attractive and vital activity. Mental, physical and emotional needs of the participants must all be met for it to be deemed a success.

Purchasing the equipment for a newly formed volleyball program is just the beginning—promoting the activity, enlisting volunteer coordinators and/or instructors is the next step; but, gauging the success of the program during and after each volleyball event is an on-going job.

Sparking it up from time to time with tournaments, special events nights or by combining it with a picnic, holiday or other activity will keep the participants' interest high. Multiply the goals for this program times the number of other programs and activities your company offers and you'll see what challenges await you.

Companies, like people, have personalities of their own. They are as individual as the people they employ. The company size, history, length of existence, product or service they produce, and number of people they employ are all factors that compose their personalities.

Only you as a recreation administrator can match your company's personality with the needs of its people to produce creative successful programming. Obviously, the extent of your program and any activities and facilities your company can provide will be based upon the financial resources, space available and the support management is willing to give it. But even with limitations in these areas, a program can still be successful with a little hard work and some creative ideas.

Well-rounded recreation programs produce well-rounded employees. You can bet your efforts in producing varied, creative programs for your people will pay off handsomely, when measured against employee fitness, health, morale and retention.

Kirt T. Compton



#### **OPEN FORUM**

# NIRA by any other name

Should the National Industrial Recreation Association (NIRA) be renamed the Employee Services Management Association (ESMA)? In the next few issues of Recreation Management, "Open Forum" will present letters to the editor on this important issue. We encourage all members and interested friends of NIRA to add their opinions to these. Responsibility for the selection of letters is the RM Editor's, with the advice and final approval of the NIRA Executive Director. Background information on the mechanics, costs and implications of a name change is available upon request from NIRA Headquarters.

Send letters on the NIRA name change proposal to: Open Forum, *Recreation Management* Magazine, National Industrial Recreation Association, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606.

To "Open Forum:"

Though "National Industrial Recreation Association" is not an inclusive name for the organization, it describes what the organization does and for whom most often. That is all a name has to do.

With the membership drive under way, the clear words, Industrial and Recreation will help new potential members unfamilar with NIRA to identify with the organization. Local representatives will be able to provide more information about the scope of the NIRA program to interested organizations.

I therefore favor keeping the present name of "National Industrial Recreation Association," over the proposed new name.

Sincerely,

Connie Weiss NIRA Student Member New Brighton, MN

#### To "Open Forum"

As Immediate Past President of the National Industrial Recreation Association, I feel that it is time for me to comment on the name change referendum—both to the procedure used and to the proposed new name itself.

First of all, let me address the question of how and why this is being done. The "why" is—to me—very simple. The question of name change has come up at every Board meeting for the past five years. It is time that we "put it to bed." I fully realize that some of our members and past or present directors have been ired at the entire thought and feel that this is a "railroad" job on the part of a past administration. It is anything but.

On the contrary, the process was designed to give every member the opportunity and time to express his or her views on the subject. To do this, it was felt that the membership first had to be given some definite choices. The ad-hoc committee assigned to this task in January 1979 came up with the name Employee Services Management Association (ESMA) and this was approved by the Board at its May meeting to be submitted to referendum early in 1980. This does not mean that the Board was unanimously in favor of this name. In fact, I believe that the majority of those voting to submit this to referendum were not in favor of the name proposed but felt that this process would get it out for discussion.

I am very pleased to see that this is exactly what has happened. The appropriate place for this discussion is in RM and not at a Board meeting or Annual meeting as some members have suggested. There is not adequate time or representation at these meetings to do justice to such an important question.

Now, as to my opinion on the name itself. After reading all of the letters submitted to RM I had decided to vote against the change to ESMA. I am still convinced of the need for a name change but I feel that several better choices have been suggested through this column. I personally favor "Employee Services and Recreation Association" (ESRA) or "International Employee Recreation and Services Association" (IERSA).

I have just returned from the mid-winter meeting of the NIRA Board and they have taken what I think is a wise course of action. The previously announced referendum will be withheld and instead, a questionnaire will be sent to the membership requesting input on the subject of name change. If the majority of respondents feel that a name change is needed then this will be reported to the Board—along with suggested names—for consideration for a future referendum. The subject will also be discussed at a general session to be held at the Annual Conference in San Diego in May.

If after all of this, the name "National Industrial Recreation Association" is retained, then, I think we have all done our duty and can refrain from any further discussion for the next five years or so.

Thank you for your interest and attention.

Richard M. Brown General Manager Texins Association Texas Instruments Incorporated Dallas, Texas

#### To "Open Forum" Editor:

Because our company has been a member of the National Industrial Recreation Association for over 30 years, I, too, am concerned about the re-naming of our organization.

After reading the many excellent letters on the subject, I get the feeling that there is a concern that our new name, shortened to its initials, should serve as a logo such as NIRA, ESMA, etc. I think this is very unimportant. We need to describe our organization for who its members are and what they do.

We all deal with one thing in common, that is, employees. Therefore, I believe the word employee should be in our title.

Recreation has been the backbone of our organization and most all of our programs revolve around this word. Games, clubs, physical fitness, dances, trips, crafts, etc., are part of any good program. The word recreation should be retained to identify us, particularly if we expect to be recognized as professionals in our field.

What is it that we all are expected to do outside of employee recreation? United Fund, bond drives, blood banks, sale of discount tickets—you name them. These seem to me to be special services that not many other areas within our respective organizations are equipped to handle.

Consequently, we have the words employee, recreation and services. It would seem to me that an appropriate name might be Employee Recreation and Services Association. I, too, am not in favor of the referendum re-naming NIRA to Employee Services Management Association.

#### Sincerely,

Andrew A. Zadany, CIRA Supervisor, Employee Activities and Assistance Programs Corning Glass Works Corning, New York

# **IDEAS CLINIC**



by Melvin C. Byers, CIRA NIRA Consultant

Our company has sponsored its own golf league for quite a number of years. Recently however, it seems that this program has gone a little stale. Though we still have the "regulars" who've been in the league for years, we don't seem to be drawing any new people in, especially younger employees and women. Do you have any tips that can help spark some more interest from these two groups and help liven up the competition among our "regulars"?

Golf leagues in industry differ from public leagues and have many interesting programs to offer. We feel the industrial golf league should be willing to sponsor golf leagues for the membership at large; engage in a series of out-of-league tournament plays; and have one day outings for employees not able to participate in leagues due to travel, work schedules or other personal reasons.

Most employee golf leagues operate on a large proportion of their own money; therefore golfers usually pay more into their sports activity than most other athletic participants. Many employees cannot afford regularly scheduled play over a five to eight month period as a weekly activity. Because of this, we should give them special consideration by offering various types of golf outings catering to all ages and sexes throughout the season. Scotch Foursomes, Hole-in-One contests, Lad and Dad tournaments, putting tournaments, miniature golf night, driving range contests and others are some outings you might want to offer. Special activities incorporated in or out of the league could also include competitions like these:

- 1. "Beat the Plant Manager's" score.
- 2. "John Jones Tournament" (plant manager's name) with special awards for the most improved players.
- 3. "Boss and Secretaries" tournament or "Supervisor and Staff' tournament.
- 4. "Wine and Sweethearts" tournament.
- 5. Lottery golf score contest: Take the 9-hole score and 18-hole score of each player plus his starting time on tee off. Big ten wheel spins for corres-

ponding numbers decide the winner of the penny or nickel charged each contestant. You can also use the strokes and tee off number for a "Bingo Sheet" with the winner being the first one to have all his numbers called from the spinning wheel.

- 6. "Mystery Golf Play". Each foursome begins at a different hole. Certain cups have plastic discs in them; discs are accumulated by the player who gets in the cup first. These are cashed in at the game's end for fun prizes.
- 7. "Chicken Golf Contest"—Between the roosters and hens. The prizes for this event are eggs for the poorest showing and drum sticks for the next, graduating to a whole chicken or chicken dinner for the winner.

These ideas presented to your golf committee should stimulate others, prove quite fun, and encourage more participation. At the end of the season's play, most leagues stage an awards banquet or outing. In addition to tropies given, special recognition should be given to those who played every game during the season. Many times activities become stereotyped by being too long repetitions of sameness. The injection of variety and gimmicks will add new life to any league.

We would appreciate any material you have and the results of your program after research.

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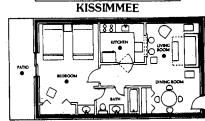


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# **NEWS IN BRIEF**

#### Safety Checklist for Campers and Backpackers

Because backpackers and campers often heft heavy burdens into the bush, first aid gear sometimes gets left behind. But a portable first aid kit is a necessity, not a luxury—as too many have discovered too late.

With the wide variety of products and materials available today, a first aid kit can be made light, flat and waterproof. Once assembled, the kit becomes an integral part of camping gear, requiring only a fast, "preouting" check before use.

To store and carry the kit, use small plastic sandwich bags to hold the components of the kit. Then slide the components into a larger plastic bag. When this total package is folded over (envelope style) and fastened with rubber bands, it fits neatly into any backpack.

An outdoor first aid kit should include:

- An assortment of adhesive bandages in various sizes plus a couple of the "butterfly" type to close minor cuts.
  - Moleskin for blisters.
- Sterile gauze pads  $(3'' \times 3'')$  and  $(3'' \times 2'')$ .
- Several  $2'' \times 3''$  adhesive pads.
- Six yards of sterile gauze bandage (2" is most useful).
- Adhesive tape in a convenient 1" width. (For flat packing take it off the metal spool and wind it flat on cardboard.)
- Individual towelettes (two types: alcohol-soaked, and antiseptic).
- Antibiotic ointment for cuts and burns.
  - Antihistamine tablets.
- An all-purpose cream for treating poison ivy, oak or sumac, insect bites, eczema and other skin problems.
  - Aspirin.
  - Laxative.

- Water purification tablets (iodine base).
  - Salt tablets.
- Prescription medications as personally required.
  - A First Aid manual.
- Tweezers and needle for removing splinters.

In all, the first aid kit you take along can save discomfort, pain and possibly a miserable time if a minor mishap strikes. In case of something more serious it can make a big difference to have equipment handy until you can reach a doctor or hospital.

(continued on page 13)

#### In California IBM's Parcourse Fitness Circuit is popular with huff 'n' puffers as well as serious athletes.

The Hop Kick is only one of 18 exercise stations that comprise a Parcourse Circuit.

Participants are "coached" on exactly what to do and how to use any apparatus provided. Then they walk or jog to the next station.

Each workout is scientifically balanced. The exercises were developed in conjunction with the National Athletic Health Institute. So was the unique "Heart Check" system for self-monitoring pulse rate along the course.

Today, Parcourse Circuits are popular with employees at corporations like American Can, Fireman's Fund, and Xerox. And no wonder.

The system isn't just medically sound. It's also a lot of fun.

In fact, it's a kick.

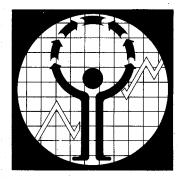
For details, write to Parcourse Ltd., 3701 Buchanan St., San Francisco, Ca. 94123. Toll Free (800) 227-3323.





# EMPLOYEES GET A BIG KICK OUT OF WORKING FER RM

# Fitness/Health Bulletin



by Louis R. Mertens, CIRA
Foreign Affairs Recreation Association
NIRA Vice President,
Fitness and Health



# NIRA ENDORSES MAY 4-10 AS NATIONAL PHYSICAL FITNESS AND SPORTS WEEK

The week of May 4–10, 1980 has been designated by the President's Council on Physical Fitness and Sports as National Physical Fitness and Sports Week. President Carter is scheduled to issue a proclamation to that effect and Congress, in kind, is expected to pass a resolution in support of it.

At its January Board Meeting, the NIRA Board of Directors passed a resolution endorsing the event by asking all of its members to encourage employees and their families, including the handicapped and retired to participate in some sport or other form of physical fitness activity in recognition of this special week.

As NIRA's Vice President of Fitness and Health, I am asking all NIRA members on behalf of our Association to designate May 4–10 as National Fitness and Sports Week in your company or organization. To publicize it, promote a special event for your employees—jogging, swimming, hiking or biking—or any other physical fitness activity you feel would best serve your program and

be most successful in your organization.

For companies which currently do not have fitness programs, National Physical Fitness and Sports Week, May 4–10, will be an excellent opportunity to sell your supervisors on permanently supporting one.

NIRA's new physical fitness brochure, currently in preparation will soon be available to provide you with the basic guidelines for beginning your company's fitness program.

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#### **SPORTS**

(continued from page 19)

In the Soviet Union, a healthy sporting life has even proved effective in curbing accidents at work. Factory workers in that country are called upon to do five or ten minutes of exercise daily which, according to the specialists, has both reduced the number of accidents and increased employee productivity. Even before the U.S. became the official jogging capital of the world, WORLD HEALTH Magazine reports, Sweden, Canada, West Germany and the Soviet Union had already produced studies that related recreation and fitness programs to the workplace. The studies showed that workers who took part in regular exercise were in better gen-

eral health, were absent less often and produced more on the job.

Whether an individual chooses to engage in a particular physical fitness program or a sports activity the end goal is the same: improving his physical health and well-being. Whatever the activity, results benefit employee and employer alike.

With that being the case, the means to the end, the activity itself, may just as well be one that is an enjoyable one—one that can be picked up in mid-life or developed at an early age for enjoyment over a lifetime. And that's just what the theory of lifetime sports is all about.

# **TOURNAMENT NEWS**

by Stephen W. Edgerton, CIRA Xerox Corporation NIRA Vice President, Tournaments and Services



#### SIMPLER FEE SCHEDULE SET FOR FUTURE NIRA TOURNAMENTS

A new policy on NIRA tournament fees was proposed and adopted by the NIRA Board of Directors at their meeting in January. A \$20 per company entrance fee has been established which will qualify companies and their employees to enter any or all of the following NIRA sponsored tournaments: postal golf, photography, fishing, bridge and bowling.

Fees for the individual participants from each company have been eliminated entirely which it is hoped will result in less paperwork and financial recordkeeping on the part of recreation administrators. It is also hoped that this new policy will result in an increase in the number of individual participants from NIRA member companies.

#### NIRA and NGF Team Up to Offer Golf Materials At Discount

In cooperation with the National Golf Foundation, the National Industrial Recreation Association is offering its members a variety of instructional publications, golf course planning manuals and educational films on the sport of golf, all at 15% off the regular list price.

Course planning manuals include such titles as "Planning the Golf Clubhouse" (86 pages); Senior Citizens and Golf" (20 pages), and "Planning and Building the Golf Course" which covers national growth statistics, course architects and builders lists and information on course maintenance.

Among the many instructional publications available are a golf rules wall chart (23" × 35"), "Visual Aids For Golf Instruction," a set of 40 8½" × 11" illustrations showing basic skills, rules and etiquette of the sport suitable for bulletin boards or opaque projectors; and "Planning and Conducting Competitive Golf Events" which includes basic information on major tournament procedures, club level tournaments and suggestions for more than 90 other special golf events.

Also available for rental or sale is a five unit color sound series of

Modern Golf Instruction films in 16mm, super 8mm cartridge or video cassettes. Topics covered include: "Golf—a special kind of joy," "How to build a golf swing," and "The special challenge shots."

Golf gift certificates, 8mm loop films (for sale only) and a 35mm slide program covering basic golf rules are among the many other educational materials on golf available through NIRA. More details regarding how to order these fine publications will be sent to the membership in the near future.

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### 1979 BRIDGE Tournament announced

The 1979 National Industrial Recreation Association's Annual Dupicate Bridge Tournament has concluded and the results are in.

Local tournament games were held by participating companies between October 15 and November 30, 1979. As in the past, there were two primary objectives for the tournament: to promote and encourage employee morale and social interaction; and, to give employees of NIRA member organizations an opportunity to compete nationally for prizes

and ACBL masterpoints.

Percentage scores of the top two pairs in each local game were matched against winners in other games to determine the national champions, runners-up, and third place finishers. All winners received trophies for their permanent possession. In addition, the national champions of this year's tournament received an all expense paid trip to Cuba, courtesy of Interplanner of Arlington, Virginia.

The winners are as follows:

PLACE	PERCENTAGE	MASTER POINTS	NAME	CLUB
1	.6496	5	Joyce Martimer	Dominion
1	.6496	5	Vonnie Hoyle	Dominion
2	.6383	4	Tom Myles	Dominion
2	.6383	4	Jim Black	Dominion
3	.6250	3	Margaret Wood	FARA (Foreign Affairs Recreation Assn.)
3	.6250	3	Wray Miller	FARA (Foreign Affairs Recreation Assn.)

# NIRA MOVES FORWARD WITH JANUARY BOARD MEETING

"The meeting went well," is how NIRA's Executive Director Patrick Stinson described the first Board of Directors meeting for 1980 held at the Beach Club Hotel in Ft. Lauderdale, Florida, January 17–18. Financially, it was reported that the association is on an upswing with memberships on the increase, advertising in RECREATION MANAGEMENT Magazine on the rise, and the anticipation of a highly successful 1980 Conference and Exhibit, as well.

#### **TOURNAMENTS**

Two resolutions were passed regarding changes in NIRA tournament policies, both of which are detailed in the Tournament News Department on page 11 of this issue.

The first involves the establishment of a \$20 per company entrance fee for the postal golf, photography, fishing, bridge and bowling tournaments. The second involves a cooperative venture of NIRA and the National Golf Foundation.

Instructional publications, golf course planning manuals and educational films, cassettes and slide shows, all on the sport of golf will be available to NIRA members through the National Golf Foundation at 15% off the list price.

#### **PUBLIC RELATIONS**

The Public Relations committee also had two items of interest up for discussion at the January Board Meeting. The first involves the proposed name change for our Association. A motion was passed to send a questionnaire to all NIRA members asking for their opinions on whether a name change should be made. The questionnaire will also provide space for respondents to offer any new names they would like to suggest for our organization. Results of the survey will be reported at the NIRA Board Meeting in May prior to

the annual Conference and Exhibit. A seminar dissussing the NIRA name change will be held on Tuesday, May 20. The seminar will be open to all NIRA members who would like to take that opportunity to voice their personal opinions on the name change proposal to their colleagues at that time.

The second item of interest brought up by the Public Relations committee and approved by the Board was the proposal to allow journalism students from San Diego State University to attend the 1980 conference and assist NIRA public relations personnel with publicity, promotion and press coverage for the 1980 Conference and Exhibit to be held in San Diego in May.

#### CIRA/L CERTIFICATION

Changes in CIRA certification were approved by the Board as well. It was decided to reinstate the CIRA examination with some revisions effective June 1, 1980. Specific details regarding these revisions and requirements will be presented at the CIRA/L breakfast during the Conference and Exhibit.

### FITNESS AND HEALTH COMMITTEE

In keeping with the President's Council on Physical Fitness and Sports, the NIRA Board of Directors agreed to recognize May 4–10 as National Physical Fitness and Sports Week. (See details in Fitness/Health Bulletin, page 10 of this issue.)

#### **OTHER BUSINESS**

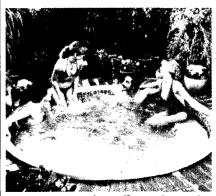
Orlando, Florida, has been selected as the site of the 1982 NIRA Conference and Exhibit. Prospective sites for 1983 include Columbus, Ohio and Minneapolis, Minnesota. The fall, 1980 Board of Directors meeting will be held in Chicago and the January 1981 meeting is set for Orlando, Florida.

Finally, the Board decided to assign a Treasurer/Secretary to each NIRA region for the sake of improved regional management.



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#### **News In Brief**

(continued from page 9)

#### **Smorgasbord Of Sports Shows Off Superstars**

ABC-TV taped its "Women Superstars" and "Men's Preliminaries"

at the two Princess Hotels in the Bahamas—the Princess Tower and the Bahamas Princess Hotel. Based on a successful concept—now in its third year at Princess—"Superstars" is an upside-down "smorgasbord" of sports action. A ball-player is pitted against a soccer star in a weight lifting match. A tennis pro cycles away against a marathon runner. Everybody competes on everybody else's

turf. Utter madness, but fun for all. Player and spectator alike.

Outfitted with every possible sports facility—including a quarter mile running track built at Princess expense for approximately \$70,000—the Princess sport complex boasts two 18-hole, PGA-rated, par 72 golf courses, 12 tennis courts (8 lit for night play), 2 mammoth swimming pools, one of which is the largest on the island.

For the third consecutive year, Bahamas-bound vacationers have been timing their holidays at the Princess Tower and Bahamas Princess to coincide with Superstars tapings—a perfect opportunity to watch the athletes perform and even play right along with them.

For information about the Princess properties on Freeport and its sports facilities, phone 800-223-1818 (in New York State: 800-442-8418, in New York City: 212-752-1216.)



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. r.u	). Box 1270. Cedar Ra	DIOS. 10W8 524U6

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# Recreational Activities For The Disabled

The joys and benefits of sports, the arts, and travel are becoming more accessible to handicapped people. In RECREATION FOR DISABLED PERSONS, a new Public Affairs Pamphlet, Elizabeth Ogg describes many programs and how they have made adaptations so that handicapped people can participate. The 28-page booklet, which includes a list of resources, is available for 50 cents from the nonprofit Public Affairs Committee, 381 Park Avenue South, New York, N.Y. 10016.

"Whether people get about in braces or wheelchairs, speak with their fingers or see with their hands, have high blood pressure or difficulty with learning, an emotional disturbance or a weak heart, they have the same basic needs as other human beings. One of these needs," Elizabeth Ogg points out, "is for recreation they can enjoy."

The Special Olympics for mentally retarded people, the International Games for the Deaf, the Cerebral Palsy Games, and other competitions have shown the ability and de-

(continued on page 28)

#### **ASSOCIATE PROFILE**

#### **ASSOCIATE PROFILE**

#### Ski Group: The Easy Way To Group Ski Vacations

SkiGroup, with five years in the making, has grown to be the only industry-wide group ski travel program available to those concerned with organizing group ski travel. Over 125 exhibitors representing leading ski areas, resorts, tour operations, government travel offices and major transportation companies will be traveling to 13 cities in the United States and Canada to offer group travel planners the most up-to-the-minute information on rates, facilities and dates of availability.

The SkiGroup program allows a recreational director to put aside many of the hassles in planning a group ski vacation. At one time and in one place, they'll have the opportunity to meet with a variety of ski vacation experts who'll take the frustration out of planning. It is Ski-Group's desire to create low cost, high value group ski packages to fit an individual group's needs. In the atmosphere of a luxury hotel room, a travel planner will be able to concentrate on a productive exchange of detailed information and even the confirmation of a reservation if they're ready for a serious commitment. Ski-Group can mean the end to the usual mix-ups, errors and misunderstandings that have occurred in the past.

SkiGroup is both a service and a benefit: a service that eliminates the need for several phone and mail inquiries and the benefit in the money that can be saved without sacrificing quality.

And just one more benefit to think about: SkiGroup is free of charge. It will cost nothing to discover fresh and innovative ideas in ski travel for the 80's.

SkiGroup 80 would like to extend a personal invitation to all recreation directors to attend any one of the shows at a location most convenient to them. If the dates or locations are not convenient, contact them and they'll see to it that you receive the same information by mail.

April 24	Washington, D.C.	May 8	Chicago
April 28	Philadelphia	May 12	Dallas
April 30	New York City	May 14	Houston
May 1	Boston	May 15	Los Angeles
May 5	Toronto	May 19	San Francisco
May 6	Cleveland	May 20	Seattle
May 7	Atlanta		

To obtain your personal invitation and any further information, please contact: SkiGroup, 1619 Third Avenue, Suite 201, New York, NY 10028 (212) 831-7501.

#### Hi Country Haus— A Paradise In Nature

High in the Rocky Mountains is Hi Country Haus, a resort community where you can play, relax and enjoy your loved ones in an environment surrounded by the towering peaks of the Continental Divide. Hi Country Haus is just 70 miles from downtown Denver, an hour and a half by car.

Since Hi Country Haus first opened fifteen years ago, it has expanded its complex to 300 privately owned condominiums, covering a total of twenty-six acres. All condominiums, completely furnished by an in-house interior decorator have wood-burning fireplaces, central gas, hot water heating, durable, plush wall-to-wall carpeting, smartly designed hardwood kitchens and lighted decks and stairways. Our most recent construction, built last year, has two fireplaces, a living room and a master bedroom, two full baths, a wet bar and a private sauna. We also have an indoor swimming pool, sauna, and Jacuzzi and a shopping plaza all on the premises. The town of Winter Park is just one block away.

Hi Country Haus, a year-round resort, is just three miles from the ski area of Winter Park and Mary Jane. The moutain consists of fifty two trails, for beginners to experts. A complete lesson program, child day-care center and snow tours are all available as is the continuous shuttle bus service between the moutain and Hi Country Haus.

During the summer, you can enjoy the majestic Rocky Mountains and the Arapaho National Forest. Our summer program, "Rocky Mountain-Summer Adventure," lets you raft the white waters of the Colorado River in an exciting raft trip, hike through meadows and up a majestic mountain or horseback into the wilderness and camp overnight. This six night/seven day adventure accompanied by two qualified instructors per group, is priced at \$399 per person, double occupancy. This includes all activities, lodging and all meals—undoubtedly the best deal you'll find in the Rockies this summer.

Our convention center is also in keeping with our standards of deluxe comfort and convenience. In its natural, pine surrounded setting you'll find a modern wide screen motion picture theatre to seat 200, banquet facilities for 165, two spacious convention rooms and meeting rooms for smaller groups. A full array of audiovisual equipment is available upon request.

For more information, call or write: Hi Country Haus P.O. Box 67—NIRA Winter Park, Colorado 80482—303/276-8565.

# Sporting Chances For A Lifetime

There's no doubt about it—the signs are everywhere—popularity of the so-called "lifetime sports" is definitely on the rise. What are these lifetime sports and why are they gaining so in popularity? What has caused this surge of interest by the skilled and not-so-skilled in these participatory, non-spectator, non-sedentary sports? How do they fit in with the needs and desires of people today and how can they fit into your company's employee recreation program?

Lifetime sports may be defined as those leisuretime sports activities that can be engaged in at any age, by male or female with the participant's enjoyment, their primary reason for being. Examples of these are fishing, hunting, bowling, skiing, tennis, softball and golf.

Unlike professional spectator sports where enjoyment is derived primarily from observing professionally trained and skilled athletes competing against their colleagues, the enjoyment of lifetime sports is derived by the individual through personal participation regardless of the degree of skill possessed or level of competition involved.

Now, more than ever, companies and their individual employees are beginning to realize the importance of engaging in meaningful leisuretime activities whether through hobbies, clubs, cultural events, sports or other activities.

The recreation market is one of the most dynamic and fastest expanding sectors of the U.S. economy. According to a 1979 study on the growth of selected leisure industries conducted by the Industry and Trade Administration of the U.S. Department of Commerce, more than \$27 billion was spent by Americans in 1977 for sporting goods purchases and associated service expenses. Service expenses in the recreation industry include such things as lift tickets at ski resorts, court fees at tennis clubs, costs of equipment repair, facilities construction and professional sports instruction.

The two most significant factors that have helped to expand the development of recreational markets have been the increasing amounts of money and time people

(continued on following page)



have available to pursue sports interests. Says the U.S. Commerce Department report:

"In the past two decades, Americans have seen steady improvements in the amount of time and money available for their leisure pursuits. Though the 40-hour work week has remained constant for most employees since the end of World War II, the average worker today gets longer vacations and more holidays. This means that the average "leisure year" is 122 days—one-third of the total year. The expanded leisure year offers significant opportunities for recreation—fifty 2-day weekends, a vacation period averaging 16 days, and at least five 3-day weekends associated with Monday national holidays... it is probable that further gains will be made in obtaining longer blocks of leisuretime by reshuffling work time through such innovations as the 4-day work week and 'flextime.'"

Other important factors responsible for the increasing interest in lifetime sports are the personal motivations of individual participants. According to the study by the U.S. Commerce Department, the "love affair with the 'active life' has brought a radical attitudinal change to many Americans' approach to leisure." Leisuretime has become just as important to them as their work lives. As with their careers, they are frequently setting goals for their leisure time, such as becoming a ranked tennis player in the community, ridding themselves of a slice in their golf game or training for a running marathon.

Accomplishment, discipline, self-improvement and the genuine enjoyment of leisuretime are other personal reasons an individual may have for participating in such activities.

Industrial recreation administrators have been aware of the benefits of employee participation in sports and other leisure time activities for years citing numerous benefits of such participation: Lifetime sports activities, especially team sports, encourage coordination and cooperation with working colleagues, and they further a team (and/or company) spirit and a sense of belonging. Camaraderie, improved employee morale and company pride are other benefits. So are the development of character, discipline, and physical stamina.

It is generally accepted that sports activities offer the best antidote to daily tensions and stress. They offer a welcome break from daily cares and frustrations contributing the elements of balance and relaxation so vital to a well-rounded life and well-adjusted individual.

Active participation in an enjoyable sport is an essential factor to good health and well-being—for both mental and physical fitness. Besides being a form of exercise, sports are a means of self-discovery.

In an article entitled "Sport and Health" in the November 1978 issue of WORLD HEALTH Magazine, author F. J. Tomiche writes:

"At whatever age a person starts, sport has a health giving effect, although obviously the intensity and na-

ture of the effort involved varies with age . . . Around the age of 35 people should resist the temptation to go flat out in competitive sports and stop racing against the clock. Beyond the age of 45, sport is the best antidote to a sedentary life and overindulgence in food—two leading characteristics of the affluent society. And in the 'Third Age,' physical exercises help to keep limbs supple and to avoid such accidents as fractured hips to which the elderly are particularly prone."

It is the job of the recreation administrator to see that his or her company's program reaches the highest percentage of employees possible. Offering a good variety of lifetime sports activities which cross all barriers of age, sex and level of skill is one way to assure good employee turn-outs for your programs.

Toning down the emphasis on competition among participants is another way to get more people involved. People shouldn't have to feel hesitant about joining the company-sponsored sports team because they've never played the game or because they feel they're too unskilled at it to join in. If your organization has a large number of employees with varying degrees of athletic abilities who are all interested in the same sports activity, consider sponsoring several teams—some composed of the more competitive participants and others made up of those whose main intent is to play for enjoyment and relaxation. The establishment of beginners and non-

(continued)



# SAMPLE LIFE TIME SPORTS ACTIVITIES

Fishing	Ping Pong
Bowling	Pool
Softball	Darts
Racquetball	Handball
Tennis	Bicycling
Ice and roller skating	Curling
Skiing:	Martial Arts
Water	Jogging
Downhill	Backpacking
Cross country	Hiking
Colf	Volleyball
Dance:	Archery
Folk	Soccer
Square	Canoeing
Social	Trapshooting
Modern	Hunting
Disco	Swimming

(continued from page 16)

competitive teams and leagues will make less skilled employees more willing to participate in a sport they might normally shy away from.

A third way to encourage more employees to join in your company's sports activities is to offer instructional programs. Participating in group lessons will usually reduce the hesitation some may have to engage in a new sport.

There are a whole variety of lifetime sports activities and programs that recreation administrators can offer their employees (see above). What you select for your programs will depend on the preferences of potential participants and the funds, facilities and staff available to carry them out.

Family, co-ed and youth programs are all variations from the traditional all-male or all-female sports activities and events.

The importance of family participation can not be overestimated, especially in an area such as lifetime sports. Getting the whole family together to engage in a sporting activity that youngsters can develop over a lifetime and their parents can pick up in their later years is an ideal way to bring family, community and company together.

Co-ed sports activities are excellent for those who don't care for the pressure and competition found in many all-male and all-female activities. Co-ed programs also encourage family participation as well as improve the participation of both sexes.

Programming women's sports is an area that deserves special consideration. In the past few years women's interest and participation in sports activities has increased dramatically. According to the 1979 report by the U.S. Commerce Department, women of all ages and

all socioeconomic levels are taking up a variety of sports, many for the first time.

It reports, for example, that more women are playing tennis now, with one recent survey estimating an increase of 50% from 1973 to 1974. Another survey conducted by the National Federation of State High School Associations showed considerable increases in the number of girls participating in inter-school golf, skiing and tennis competition—a sharp reversal from the situation existing just a few years ago. Then, not only interschool female team competition, but any female athletic program, was the exception rather than the rule.

As "An Introduction to Industrial Recreation: Employee Activities and Services" by Wilson, Wanzel, Gillespie and Roberts, points out:

"Most of the women in industry today graduated from schools and colleges when women's participation in physical sports was far less common than today. The world of athletics was not considered very ladylike. The female teams received little administrative support in the way of qualified coaches, adequate supplies and equipment, and fair access to the school's athletic facilities. Consequently, many women in industry have little or no athletic background."

Today it's a different story though as the U.S. Commerce Department report explains:

"One major factor adding to the growth in women's sports participation at high school and college levels has been Title IX . . . (which requires that) . . . schools receiving any form of federal financial assistance must make athletic equipment, facilities and opportunities available

(continued on following page)





(continued from page 17)

to both sexes. Since the athletic budget for women at the collegiate level was only 2% of the men's budget in 1975, a tremendous potential market . . . designed for women exists. In addition . . . possibilities for a large increase in the number of women's athletic teams in industry exist, just as men's industrial teams were an outgrowth of their high school teams.

"By far" the report continues, "the greater increase in women's sports participation has been on the individual level. Apart from tennis, which has enjoyed the greatest growth in popularity among women, a 1976 Nielsen survey indicated that 21 million American women participate in fishing, up from 9 million in 1970; slightly over 1½ million women go in for hunting, up from 869,000 in 1970; and 20% of the nation's scuba divers are women, up from 5% in 1970. There are now several fishing, hunting and outdoor groups specifically organized for women's membership; these groups have helped promote interest among women in these traditionally male-dominated sports."

On the subject of lifetime sports in general, the U.S. Commerce Department report states that the physical education programs of the nation's schools are beginning to stress "life-long" sports. "Strenuous and team sports such as football, basketball, field hockey and wrestling, are the ones that had received major emphasis by our schools for a long time. These are not sports that have carried over into the recreational and physical activity patterns after graduation except as spectator sports. Realizing now that youngsters should be taught sports they can play for the rest of their lives, physical educators believe that tennis, as well as running, swimming and golf should be emphasized more."

Most sports seem to experience cycles of popularity with several years of public enthusiasm followed by periods of less interest. Consequently, for example, though tennis enjoyed strong popularity over the past decade, its popularity has diminished in recent years, replaced with the public's new enthusiasm for such other sports as racquetball, handball, badminton and squash. Racquetball courts are said to be going up at the rate of one per week with more than two million Americans playing on a regular basis. Ninety percent of these people picked up the sport in the last 3 to 4 years and about 40% of them are women.

Regardless of these trends, the U.S. Commerce Department report explains, tennis and other racquet sports should continue to draw new players. As they become part of the physical education programs of schools and as public and private facilities are expanded, their popularity should increase among youngsters. Recreation administrators should keep such cyclical trends in mind when considering long range planning of recreational facilities.

Another facet of lifetime sports programming that recreation administrators should consider is that of sports oriented travel programs. Arranging group vacation trips that focus on a particular sports activity should elicit good employee response. Ski, golf and tennis outings are excellent examples of such programs.

More and more Americans are taking vacations with an athletic purpose. According to the U.S. Commerce Department report, in 1975, some 12 million people played golf, tennis or skied while on vacation or in the course of taking trips. Half of these people took the trip for the

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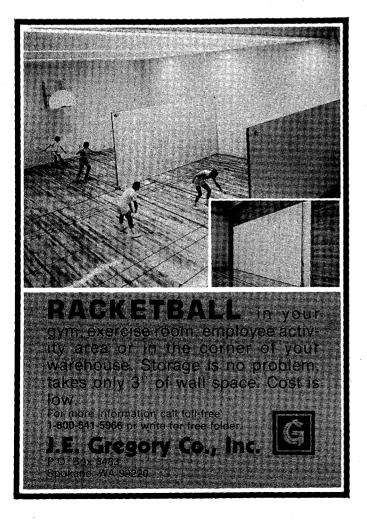


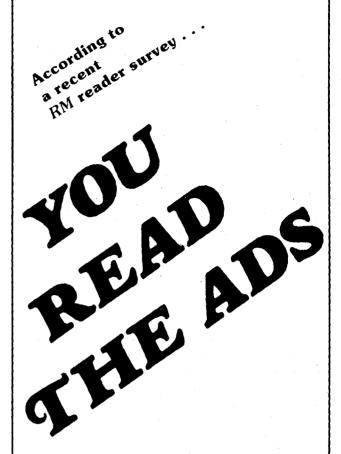
primary purpose of engaging in one of these sports. Added to this are uncounted millions who took a trip for the purpose of participating in fishing, boating or other water sports. Assumptions are that vacations or trips whose primary purpose is to participate in a sport, will increase in the future.

Recent research revealed the following statistics about lifetime sports activities offered by NIRA organizations: 85% offer their employees bowling activities; 82% offer softball; 80% offer golf; 76% offer tennis; 71% offer basketball, 60% offer volleyball; 47% offer fishing; 36% offer snow skiing; 34% offer trapshooting; and 31% offer rifle/pistol shooting.

The benefits of offering employees a variety of fitness and sports activities is well-known. A good physical fitness program whether through sports activities or specific exercises will result in employees who not only feel better physically, but have the ability to work and play harder and longer with less fatigue. Less tension, more peaceful sleep and a generally more enjoyable life are additional reasons for maintaining a regular fitness routine. More specifically, an employee who's in better shape physically will have more enthusiasm, and accomplish more on the job.

(continued on page 10)





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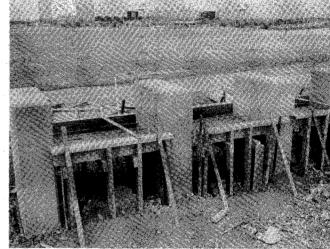
They bring you information about products and services which dependable business firms make available to your program—and which your program needs.

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KIRT T. COMPTON, CIRA

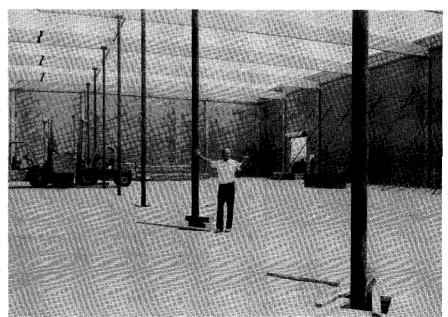
President National Industrial Recreation Association



Fluor Corporation's outdoor barbecue grills under construction.



The first station of the Fluor Corporation's jogging trail (Irvine, California.)



Dan Archibald, Fluor's Director of Employee Services, surveys construction of the indoor gym.

# FACILITIES IN PROGRESS

A 32-acre parcel of land is the site of Fluor Corporation's multi-use employee park currently under construction in Irvine, California. Planning for the project began in August 1977. Completion of areas now under construction is expected by next month. The park, built at a cost of \$1.6 million will serve some 4,000 Fluor employees.

Located directly across from its corporate headquarters, the park will include two combined softball, soccer and flag football fields, a one mile jogging trail with exercise stations, two sand volleyball courts and a large group picnic facility with horseshoe pits, shuffleboard, a recreational play field and a children's play area.

A separate recreation building will contain locker and shower rooms, a multi-purpose room and pantry, staff office, and, on an interim basis, a gymnasium for basketball, volleyball, badminton and table tennis.

In addition to providing administrative support to more than 20 spe-

cial interest clubs representing over 2,000 members, the recreation staff also manages an employee lounge during the lunch hours. Located next to the cafeteria are pool and bumper pool tables, table shuffleboard, and a large game area for bridge, chess, backgammon and other table games.

An array of 25 special events rounds out the scope of services available to the Fluor employee. Dan Archibald, Director of Employee Services, estimates that some 35 to 40% of all Fluor employees take advantage of some aspect of the company's employee services program whether through sports activities, social clubs or other employee services such as sales of discount tickets or merchandise.

Other facilities being considered for the future are a 9-hole golf course and additional racketball and tennis courts.

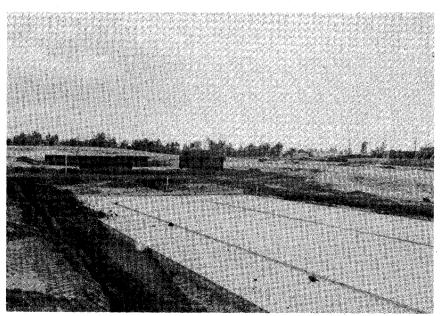
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More than 3,000 Rolm Corporation employees, Santa Clara, California, will soon be enjoying \$1 million worth of completed new recreational facilities being built specifically for their use. Rolm, a leading company in the telecommunications industry, which initiated plans for its new facilities in August of 1978, expects them to be completed by the end of this month.

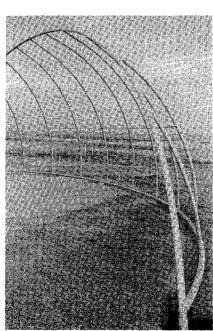
The new gymnasium will be a physical fitness activity center for men and women employees offering open play, interdepartmental play and individual competition in basketball, volleyball, racketball, swimming and tennis.

Also offered will be a variety of exercise classes for the Rolm employees enjoyment. An exercise room, sauna, whirlpool, tanning room, pro shop and men's and women's locker rooms will complete the gymnasium. A multi-

(continued on following page)



The beginnings of what, when completed, will be the Fluor Corporation's outdoor shuffleboard area.



Backstop for a softball diamond (Fluor Corporation.)

#### **FACILITIES**

(continued from page 21)

purpose lounge for reading, card games and table tennis are also in the plans for the building.

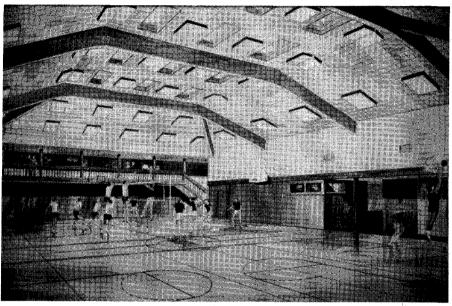
The completed facility will have two swimming pools. An L-shaped pool, three lanes wide and 25 yards long will be ideal for swimming laps. Its shorter portion will extend inside the facility while the longer portion extends outside, allowing swimmers a choice of indoor or outdoor swimming. A second smaller, octa-

gonal pool about  $50' \times 30'$  in size, is intended for such recreational pursuits as exercising, swimming lessons and water volleyball.

Outdoor facilities at the new Rolm construction include two lighted tennis courts, a volleyball sand court and a jogging course with ten exercise stations.

Further expansion of Rolm's recreation facilities and the main work building itself is planned to take place within the next two years.

\* \* \*

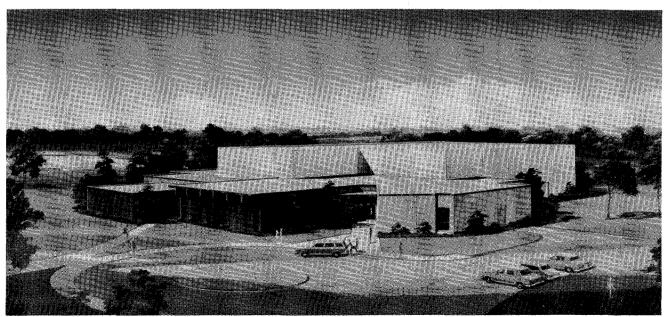


How the Rolm Corporation's new indoor gymnasium will look after completion next month (Santa Clara, California.)

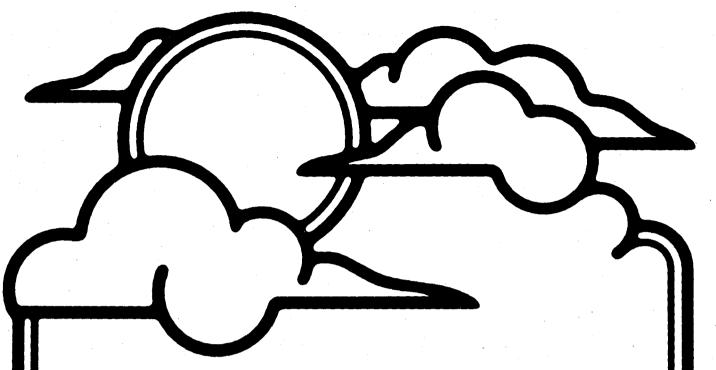
Currently under construction at the Xerox Corporation's Webster, New York location is a new employee fieldhouse. When completed it will contain a double gymnasium which can be set up into two intramural courts; an indoor track; two racketball/handball courts; a men's locker room, and conference rooms and offices for club groups and general corporate business meetings.

Construction on the new facility began in November 1978. Its expected completion date is April 1 of this year. The \$1.2 million facility will serve 15,000 employees.

Xerox Corporation's Jefferson Road plant in Henrietta, New York which currently has a physical fitness lab, recreation administration offices and a discount ticket outlet in addition to other employee services, is planning to add men's and women's locker rooms to the physical fitness lab. The corporation also has two physical fitness labs at Xerox Square Headquarters in Monroe County, and one at its Wilson center.



The architect's rendition of the new fieldhouse under construction at Xerox Corporation's Webster, New York location.



# **National Industrial Recreation Association**

39th Annual Conference and Exhibit

Town & Country Hotel San Diego, California May 15-20, 1980

Complete registration form on reverse page and return to:

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#### Registration

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Town & Country Hotel—San Diego, California May 15–20, 1980

#### Data

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City	<u> </u>	State	Zip
Telephone ()		Number of Employees	
Status: CIRA   CIRL		RA Member □ ne 1, 1979)	
Number of National conferences attended		· · · · · · · · · · · · · · · · · · ·	
Names of others in your party for whom you will submit	forms		
	(for cross reference)		
A separate form must be submitted for each person in y	our party. (Duplicate if necess	sary)	
PLEASE FILL IN AS YOU WOULD LIKE YOUR I	BADGE TO APPEAR		
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#### **Registration Packages**

(Fee includes group meals and social functions)

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	Prior to April 1, 1980	Aπer April 1, 1980
Delegate—NIRA member	\$140.00	\$150.00
Non-member delegate		\$165.00
Associate Members not exhibiting		\$210.00
Commercial attendees not exhibiting		\$295.00
All Spouses		\$ 85.00
Student Attendees	\$ 70.00	\$ 80.00
Children	\$ 65.00	\$ 75.00

#### **Policies**

Include your check made payable to the National Industrial Recreation Association. No registration accepted without payment in advance. Registration can be accepted in San Diego at some inconvenience to you.

Mail registration and checks to: NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606.

Cancellation Policy . . . Full registration will be refunded if cancellation notice is received postmarked no later than May 2, 1980. After this date, full refund cannot be guaranteed. No refunds will be made unless request is filed before June 20, 1980.

# NIRA Members Start Kids Early In Lifetime Sport of Fishing

More industrial fishing-club members are finding a rewarding extension to their own activities by including youth members of their families and other youngsters from the community.

Some clubs have found that youth fishing derbies or rodeos provide just the right format to kick off a full agenda of club-sponsored excursions, while others have organized youth auxiliaries to their club program, and provide a full slate of youth fishing activities along with the adult program.

Some 250 parents and youth participate in Kohler, family-fishing outings, highlighted by the Annual Summer Fishing Contest, according to Jack Jarvis, CIRA, Manager of Recreation, Kohler Company, Kohler, Wisconsin.

"Kids and their parents are eligible for prizes in 15 categories, and as often as not the youngsters 'outfish' their parents," Jarvis said.

Dick Brown, Manager of Texas Instruments' Texins Association, Dallas, reports that nearly 300 families are members of their fishing club. As a special project the club works in cooperation with the Big Brothers program and other similar organizations to involve youth who otherwise would not have the chance to fish.

"The thrill of watching these kids catch their first fish makes any effort that we extend very worthwhile," Brown said.

The Flick-Reedy Corporation in Bensenville, Illinois, offers an eight-week summer day camp program. Lagoons on company property are stocked with fish, and kids receive instruction from camp staff and adult and youth volunteers. Handicrafts, tennis, target golf, and swimming round out a full schedule of activities.

And in Racine, Wisconsin, plans are being finalized for youth events



A little time spent now in teaching basic fishing principles can provide kids a lifetime of enjoyment in future years.

this year, sponsored by the Johnson Wax Fishing Club. This year club members will invite residents of the Southern Wisconsin Colony and Training School for the Handicapped to join with their youth for a full day of fishing activities at Armstrong Lake. As a special event, staff personnel from the (AFTMA) Sport Fishing Educational Foundation, Arlington Heights, Illinois, will conduct a mini-clinic to introduce novice youth and beginning adults to sport fishing.

Why sponsor youth fishing?

Research studies have revealed that almost everyone who learns to fish learns from a parent or close relative. Yet many kids miss out on the fun of fishing because their parents either don't fish, or don't take time to teach their children the basics.

Now, through the newly-developed National Youth Fishing Program (NYFP), prospective youth club sponsors receive a practical blueprint for organizing youth fishing activities. This "Leader's Guide and Instructional Kit" provides a

complete set of self-help materials useful to club volunteer leaders in organizing youth fishing.

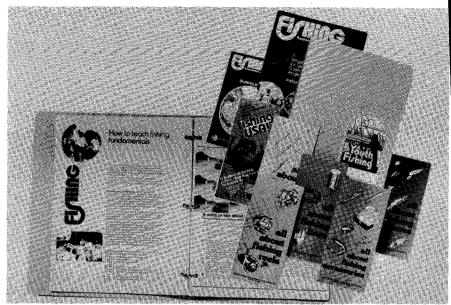
Fishing is a sport for every youngster

"For kids who aren't turned on to competitive sports, the youth fishing group provides a chance to join a team," says Bob Bluth, national director of the NYFP, headquartered in Arlington Heights, Illinois. "For the athletically-inclined youth," he continues, "fishing can offer a lifetime of recreation enjoyment."

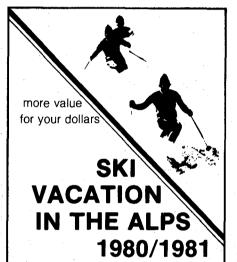
"In youth fishing there aren't any hassles with girls on boys' teams and vice versa. And youth of all ages participate in an activity that the physically and mentally handicapped can also enjoy. "Fishing is a sport that really can include all kids."

For details on how the National Youth Fishing Program can provide assistance in organizing youth fishing group activities for your company contact: Bob Bluth, NYFP, AFTMA Center, 2625 Clearbrook Drive, Arlington Heights, Illinois 60005 or call him at (312) 364-4666.

(continued on following page)



Through the National Youth Fishing Program, practical, step-by-step instruction makes organizing youth group fishing activities easy and fun.



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#### Making Family Life More Fun

In the belief the sport of fishing brings families closer together, the American Fishing Tackle Manufacturers Association (AFTMA), has adopted "Take A Kid Fishing" as the theme for National Fishing Week, May 12-18, 1980.

With the declaration of National Fishing Week, the 63 million adult anglers in America are being urged to share with the youth of the country their knowledge for the sport, an appreciation of the great out-ofdoors and respect for our country's natural resoures.

When taking a kid fishing during National Fishing Week, remember these suggestions:

- Don't force them!
- Young ladies like to fish too.
- Teach them about proper equipment and care.



- Keep them comfortable with proper clothing.
- Use simple methods. Using spin cast outfits for bluegills is a good place to begin.
- Once you teach them the fundamentals, let them do their own
- Learn as well as teach. Don't take fishing too seriously. It's a good chance to talk and become closer to the youngster.

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#### **ASSOCIATE PROFILE**

# **Escape To The Royal Kingdom Of Schuss Mountain**

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Take a step across our border and ESCAPE FROM REALITY. Is your visa in order? Exchange your currency at the royal front desk and check into your deluxe accommodations. Lodging options varying from village rooms, Sudendorf condominiums or vacation chalets, and fine dining in the Ivanhof Restaurant combine with the unique charm of the old world atmosphere, to provide you with the ideal vacation site.

Your waking hours are filled with the most royal of recreational pursuits. Our 18-hole championship golf course winds through beautiful hardwoods and has been called by many the finest in northern Michigan. Careful, our royal ducks have play-through privileges. A six court tennis complex and 2 swimming pools round out your day or you might like to take a leisure ride through the enchanted forest on our royal trolley and learn a bit of Kingdom history. Do you know who is buried in the royal cemetery?

The finest of food and spirits in King Daniel's Dining Room followed by entertainment from our own bevy of beauties, the Schussycats, will make for an evening you won't soon forget.

We have many special ESCAPE FROM REALITY packages for Summer 1980. Our midweek golf packages begin at \$29 per person, per day and include double occupancy lodging in a village room, unlimited daily greens fees, use of our tennis courts and swimming pool, and all taxes and gratuities.

Don't forget . . . . Children 16 & under sleep free all summer long. Bring them along. We have a special summer program just for them. Make haste . . . . plan your summer escape to the Kingdom of Schuss Mountain. The royal subjects of the Kingdom await you.



For further information about vacation packages available at Schuss Mountain, contact Kevin Owen, Mancelona, Michigan, 49659. Phone (616) 587-9162.





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#### **News In Brief**

(continued from page 13)

sire of handicapped persons to participate in sports. Similar success has been achieved in the performing and graphic arts and other cultural areas-sometimes in regular programs, sometimes in special programs. Ogg cites a number of activities in which-with some adaptations-even severely handicapped people can participate, including horseback riding, swimming, scouting, theater, museum visits, painting, sculpture, and even ice skating and skiing. What is needed, she says, is a wide variety of recreational opportunities to match the diverse needs, capabilities, and interests of disabled people.

Most handicapped persons, Ogg points out, can join in the regular recreational pursuits of able-bodied people. "Mingling like this deemphasizes the disability and fosters acceptance by others. Most handicapped persons can in fact join in mainstream recreation if a few adaptations are made for them, and some

# How CPR training helps business.

CPR—cardiopulmonary resuscitation training is one of the valuable assets an employee can have.

If even one employee has this training, (which is available from Red Cross), every other co-worker benefits. Everybody can breathe easier knowing that in the event of a cardiac arrest, help is immediately available.

Why not set up a goal for your company... so many employees with CPR training per floor—or area?

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ČPR training from Red Cross is one way you can help your company be ready. And a way you can help keep Red Cross ready, too.



Keep Red Cross ready.

A Public Service of This Magazine & The Advertising Council

can manage even without special aids. The trend today is to include these citizens wherever possible.

"Some severely handicapped people will probably always need activities designed for their limited abilities carried on with close supervision, one-to-one assistance, and the help of recreation therapists. Others, through individualized leisure programs, may build up their physical and social functioning to a point where they *can* join able-

bodied participants in recreation."

RECREATION FOR DISABLED PERSONS is No. 571 in the Public Affairs Pamphlet series. This highly regarded series includes many titles on physical and mental health, family relationships, and social issues. All pamphlets are 50 cents each. A catalog is available on request from the Public Affairs Committee, a non-profit educational organization, 381 Park Avenue South, New York, N.Y. 10016.

# Bechte

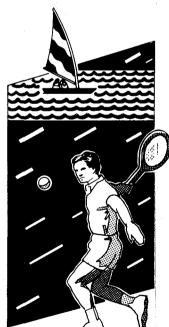
Saudi Arabia

#### **OVERSEAS MANAGEMENT**

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The SOS Talisman is more than a lovely piece of jewelry. Because when the capsule is opened, a medical history strip is revealed, containing your name and address as well as information that might well save your life. Information such as blood type, current medication, allergies, your physician's name, etc. The capsule is water-proof, heat and crush resistant, and the SOS Talisman is recognized by emergency services in 37 countries around the world.



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RM, March, 1980

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# presentation pouch.

# NAMES IN THE NEWS

#### **Appointments**

John Rath, a former student intern at NIRA's Chicago Headquarters was named Manager of the Sherman Texins Association for Texas Instruments in Sherman, Texas. Rath, a graduate of the State University of New York at Brockport received his bachelor's degree in business administration and recreation. In his new position he will be responsible for the administration of the Texins Recreation Association and its recreation facilities.



Steve Wooley was appointed office Manager of the Convair Recreation Association, San Diego, California. Wooley, whose background is in business management, attended San Diego State University. His new responsibilities will include evaluating and updating CRA procedures and overseeing CRA financial matters.



#### **Deceased**

Willie P. Archer, Recreation Coordinator for Corning Glass Works, Corning, New York, passed away November 22, 1978. Succeeding him in that position is Richard E. Wright.



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GOOD YEAR



CATERPILLAR

The National Industrial Recreation is known by the companies it keeps — year after year. Over 2,200 company members represent NIRA, which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital com-

munications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation — just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.





TEXAS INSTRUMENTS



**National Industrial** Recreation Associati =n

#### GENERAL DYNAMICS







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Los Angeles Times



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# NIRA CALENDAR

Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

**Associated Industrial Recreation Council**/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois, Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

**Columbus Industrial Recreation Association**/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Maxine Throckmorton—(614) 223-8412.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)**/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons—(214) 263-0211, ext. 252.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938.

Houston-Galveston Area Industrial Recreation Council/ Houston, Texas. Meets on the second Thursday of the month. Contact Nita Davis—(713) 491-5115.

**Industrial Recreation Association of Dayton**/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

**Industrial Recreation Association of Detroit**/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact Bill DeNeau—(313) 237-7753.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

**Greater Los Angeles Area Industrial Recreation Council/**Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 679-4511, ext. 2693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact John Batchelder (617) 357-9500, ext. 3289.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

**New York Industrial Recreation Directors Association**/New York, New York. Meetings are held once a month from September through May. Contact Ron Philips—(212) 679-3600.

**Oakland Industrial Recreation Association**/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association**/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2431.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714)277-6780, ext. 338.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Jesse—(408) 446-5855.

**Toledo Industrial Recreation and Employees Services Council (TIRES)**/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the second Thursday of the month. Contact Irene Heavey (202) 338-8550, Ext. 551.

\* \* \*

**39th Annual NIRA Conference and Exhibit** will be held May 15–20, 1980 at the Town and Country Hotel, San Diego, CA. To become involved as a Conference planner or to request delegates' and exhibitors' information, contact the NIRA office—(312) 346-7575.

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April 1980

# RECREATION MANAGEMENT

THE JOURNAL OF EMPLOYEE RECREATION, HEALTH AND EDUCATION

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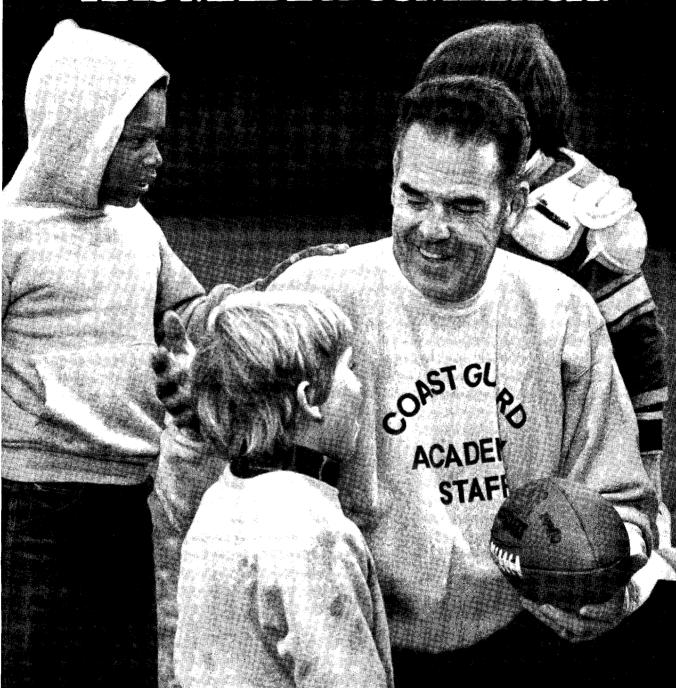
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## What is NIRA?

The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

ORGANIZATION ANNUAL DUES are based on number of employees eligible for your program.

More than 10,000 employees	(10)	\$250
5,001to 10,000 employees	(6)	\$200
1,001 to 5,000 employees	(4)	\$160
Fewer than 1,000 employees	(2)	\$100

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#### RECREATION MANAGEMENT

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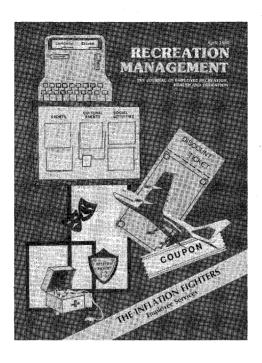
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#### IN THIS ISSUE . . .



There's a wide range of items that fall under the category "employee services": merchandise discounts, reduced rates on theater tickets, educational seminars, retirement counselling, tax preparation and equipment loans are just a few of them. Our cover story beginning on page 6, gives a broad overview of employee services possibilities and explains why they are as essential to your company's employee program as recreational activities.

On page 5, NIRA president Kirt T. Compton addresses the value of continuing education for employees and recreation administrators alike. Two photo stories are also highlighted in this issue of *Recreation Management*. A four-page feature on the recently completed Johnson Wax facility in Racine, Wisconsin begins on page 12. And, on page 16 NIRA's Junior Director from Region 9, Enrique Flores M., gives a pictorial account of Mexico's first NOVA sponsored marathon.

Don't forget to check pages 29 and 30 for the revised program schedule for this year's national Conference and Exhibit to be held in San Diego, California in May. A registration form appears on page 28 for those who have not yet registered.

# Hire More Workers, Pay Less Taxes!

Employers! You can get a tax credit of up to \$3,000 each time you hire a worker eligible for the Targeted Jobs Tax Credit. And it's easy. Just hire the worker, fill in the blanks on the eligibility voucher, and drop it in the mail to your local Job Service office. No red tape, no complicated record-keeping. It makes good business sense and it helps people who need jobs.

Hire more workers, pay less taxes. Help put America to work.

Contact your local Job Service or IRS office for details on the Targeted Jobs Tax Credit.





Prepared as a public service by the U.S. Department of Labor and the Internal Revenue Service.



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**Cover 3 Services & Activities** 

Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

## MOTOROLA'S RECREATION MANUAL AN INDISPENSABLE TOOL FOR PROGRAM PLANNERS

"Organization of Recreation Events," "Budgeting" and "General Administrative Policies" are the titles of the first three sections of the Motorola Corporation's **Recreation Manual**, a primer for Recreation Administrators compiled last year by Motorola's Frank Havlicek, CIRA, Bill Bruce, CIRA and former Motorolan Barry Tripp.

The publication is a loose-leaf volume containing more than 240 pages of detailed practical information on a wide range of employee services and activities. Its design as a three ring binder allows continuous updating, revisions and additions to its contents as well as offering a convenient means for the recreation manager to duplicate appropriate sections for distribution to key personnel.

Other sections of this comprehensive work include such subjects as safety, accidents and insurance; clubs and their administration; and an entire section on organizing picnics including site selection, themes, food service, games, entertainment, transportation, and prizes.

The section entitled "Physical Activity Groups" provides ideas on developing sports activities, sample team entry blanks and rosters, diagrams of common field and court dimensions, sources of official rules for sports activities, and tips on recognition, awards and trophies.

Section VIII, "Special/Social Activities," contains suggestions on

financing such events, plant site activities, off-site family activities and a section on discount ticket sales.

The final section of Motorola's *Recreation Manual* covers service clubs. This portion includes an introduction to service club events, tips on financing them, a programing and planning guide and organizing recognition banquets from site selection and table arrangements to menu planning and entertainment. (For a complete section-by-section listing of the manual's contents see RECREATION MANAGEMENT Mag-

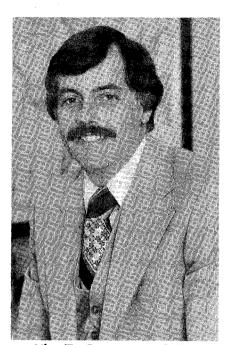
azine, September, 1979, pages 13–15.)

In a profession such as ours which in many ways is just beginning to expand and develop, it is essential for the professional to learn all he or she can in order to perform the best job possible. Motorola's *Recreation Manual* is one tool that is indispensable for administrators whose goal is just that. Copies of this handy resource guide may be obtained through NIRA headquarters at a cost of \$35 for NIRA members and \$48 for non-members.

Please send me_	copy(ies) of	the Motorola	Recreation Manual.
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# The NIRA President would like a word with you

## ... about continuing education



Kirt T. Compton, CIRA Eastman Kodak Company 1979-80 NIRA President

No matter how educated an individual may be, there is always room for improvement and advancement. Whether one is an administrative colleague with an MBA, a file clerk just out of high school or a plant manager whose years of experience far outweigh any formal education, the benefits of what is known as "continuing education" are numerous.

As recreation and employee services administrators for our organizations, our interest in continuing education should be twofold—personally, for our own career advancement and personal fulfillment; and professionally, as administrators whose primary concern is that of our employees' mental and physical wellbeing, job satisfaction, productivity and personal goals for fulfillment.

At one time the term "continuing education" generally referred to the classes a high school drop-out might pursue to obtain a high school diploma. While this may still apply to some extent, continuing education today implies a lot more—now it includes everything from taking lessons in tennis, photography and gourmet cooking to pursuing the academics of "book learning" that result in diplomas, certificates, licenses or degrees that qualify the graduate for more professional work or add to his academic credentials.

When any form of continuing education is pursued by an employee, both employer and employee benefit. Hobby and craft classes and the like provide the individual with opportunities to enjoy leisure interests. Such leisure pursuits offer a balance, complimenting working hours with enjoyable leisuretime, adding to a more satisfying life in general. And its well-known in our profession that the satisfied employee is the one who will stay with the company, produce more efficiently on the job, and help recruit new employees to the organization.

An even better example of the benefits employers reap through continuing education is that of academic students—dedicated individuals whose primary goals are to advance and improve their knowledge, skills, talents and abilities to perform more efficiently in the workplace, advance on the job and move up through the company ranks. Employers realize that a more educated, skilled and able employee will not only benefit personally, but will greatly enhance the employee's work for the company and the com-

pany's standing in the community. Because of this many employers offer partial or total tuition reimbursement as part of their benefits package.

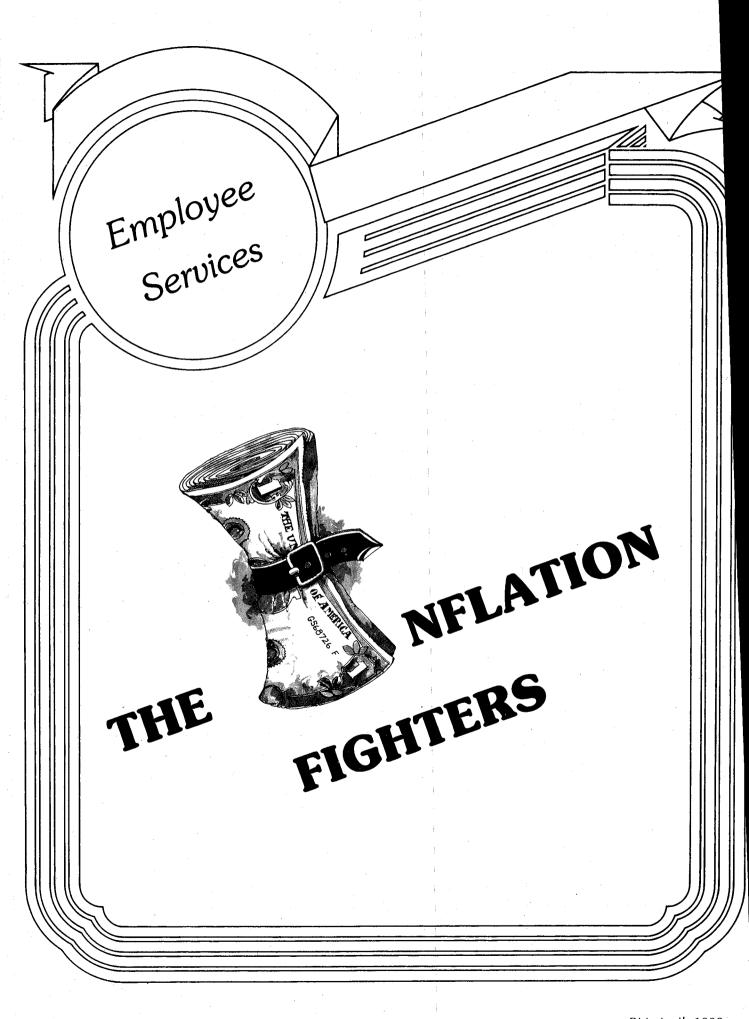
We have opportunities everyday to promote the benefits of additional education to our employees: work-related seminars on a particular subject, night classes on parenting at a local community center, technical skills courses at a junior college or academically oriented coursework for bachelor's or master's degree programs.

Bulletin boards, flyers and the company newspaper are a few ways to spread the word. Inviting local high school, college and community educators to your company to promote their services and programs is another way.

Your company could even consider drawing from its own ranks of qualified personnel to develop an informal learning exchange. In 30 or 60 minute segments before or after work or even during a lunch hour, 3 or 5 days a week, employees could learn from one of their own about such office basics as shorthand, bookkeeping and writing business letters.

There's an old saying that "the more you learn, the more there is to learn." The only way to test it out in your organization is to offer your employees more opportunities to pursue whatever their interests may be—then you and they will find out just how very much there really is to learn.

Kirt T. Compton



Sixty-nine year old Evelyn Baker has been involved in the retiree club's activities for several years now. This month the club is planning a sight-seeing jaunt to a neighboring big city as their main social event.

Six-year-old Timmy and all of his family will be visiting a renowned amusement park next weekend at considerably reduced rates. Discount tickets available to them were purchased through his father's place of work.

And Marilyn, a 42-year old mother of three who serves as an administrative assistant, is planning to stop in at the company store after work to pick up some toiletries and drop off some film before she goes home to fix dinner.

What do Mrs. Baker, Timmy and Marilyn all have in common? They, or members of their families work for a company that offers employee services. If they worked for some other company, Mrs. Baker wouldn't be able to meet regularly with her former work colleagues who are retired like herself; Timmy and his family wouldn't enjoy the thrills of a famous theme park; and Marilyn would have to go out of her way and pay higher prices at a regular department store for those much-needed household items.

These examples of retiree camaraderie, family togetherness and discount buying are fostered by companies that offer their workers "employee services"—that vague, all-encompassing term that serves as an umbrella under which so many extra "fringe benefits" for employees fall.

No one-sentence definition could possible describe what employee services are really all about. Perhaps it's because they vary so much from one company to another or because the kinds of employee services offered today are increasing and changing all the time.

Any one or combination of the following factors can qualify an item as a legitimate employee service: it must be convenient, money-saving, educational or in some other way, beneficial to the social welfare of the employees or their families. That definition covers a lot of ground. Let's take a closer look at what it really means.

#### **CONVENIENCE SERVICES**

So many times it's the routine, mundane day-to-day tasks that seem to eat away at what little free time we have: standing in the "express lane" at the department

store check-out for 45 minutes; visiting six different travel agents to get the best deal on a trip to the Bahamas; or placing an ad in four different papers to try to sell the three old bunk beds, desk and dresser that are taking up space in the basement. How much easier life would be if these time-consuming, detail-demanding chores could be eliminated.

Though a constructive employee services program obviously can't wish away such annoying little demands of everyday life, it can provide its members with convenience services that reduce the time and frustration they inevitably entail.

The variety and expanse of convenience services that can be offered will of course, depend primarily upon the size of its membership, the resources at its disposal and the needs and desires of its members. But large or small, there's much in the way of convenience services that any company or association can offer its members: check cashing or notary services free or at a nominal charge; sale of hunting and fishing licenses for the outdoorsmen of the company; license plate sales and distribution, and preparation of income tax forms for those who need help. The list is as long as its latest addition.

Many times it seems, employee services programs tend to take a back seat with management and recreation administrators to the more visual and perhaps more "fun" employee programs like intramural sports, fitness activities and the company bowling or golf league. This can be a mistake for any employee program especially in these increasingly economically difficult times.

While sports, fitness and recreation are not to be underrated, they should never be so strongly accentuated that they reduce the opportunities and offerings in other important areas of employee services. In most cases, sports, recreation and fitness activities will draw a great deal of employee attention but a limited number of actual participants. On the other hand, employee services programs with their conveniences and discounts appeal almost universally to a given company's employees.

Not everyone in the company or association will be interested in joining the softball team, but you can bet there will be very few indeed who won't be attracted by convenience services and genuine discounts in this fast-paced, cost-conscious society. The rule of thumb

(continued on following page)

#### THE INFLATION FIGHTERS

(continued from previous page)

for any program should be to offer something for everyone, involving the greatest number of participants possible.

What kind of a balance does your program strike between its recreation and employee services programs? Are as many employees being served as currently feasible? Would the addition of new services bring employee participation higher and add to the overall goodwill, morale and loyalty of the company?

Employee services have been described by some leaders in the field as one of the few remaining management prerogatives—the non-negotiated benefits that set one company ahead of another. Employee services are what help create a cooperative, healthy and friendly climate benefitting employee and employer alike.

As pointed out in an issue of the NIRA publication "Keynotes" several years ago: "The successful history of companies providing excellent employee services programs prove their value through fewer confrontations between employee and employer, more pleasant and harmonious relationships and a greater employee interest and concern for the product and the company."

Employees appreciate the concerned interest on the part of management to offer such services and conveniences. Greater job concern, a sense of belonging and, most importantly, improved communication will naturally result. Less turn-over, less conflict and fewer work stoppages will occur with satisfied workers. In addition, more loyalty with higher productivity will inevitably be reflected in the bottom line profits of the company.

#### THE SERVICE CENTER

The most effective way, it seems, of coordinating an employee services program, is to set apart a particular area, preferably in a highly visible area where interested employees can drop in to see what new programs are being offered. Here, requests can be handled or referrals given on nearly any employee service program offered.

Reservations of company facilities, discount ticket sales, purchase of licenses and payment of utility bills, can all be handled over the counter.

A special room could be available nearby to store rental equipment and volume merchandise sold to employees at discount. Other space might be set aside as a library and reference center where employees would be free to look over or pick up a wide variety of helpful literature useful to everyday life.

Transportation information might include such things as city road maps, campground guides, and the routes and schedules of the local transit ststem. County and state phone directories, both residential and commercial could also be on hand for reference. A wide variety of booklets and brochures on popular vacation spots would gladly be donated by travel agents for employees' perusal and taking.

Handy "how-to" manuals on auto mechanics plumbing, woodworking and electrical work would be welcomed by many as well. Other helpful sources migh include listings of local zoos, museums, galleries, cultural centers, amusement areas and recreational facilities.

Of interest to many would be such publications as the "Kelley Blue Book" which lists the current values new and used cars; and consumer guides, magazines and annuals which provide comparisons and test results on a variety of home products.

Information available from the federal government, usually free or at a nominal cost, covers everything from social security and veterans benefits to pointers on energy conservation and help for the handicapped.

Whatever is chosen to fill the shelves of the employee services resource center, you can be sure it will be well-paged and much appreciated for its convenience to employees.

#### LOANS AND RENTALS

Remember how you had to call around to a dozen different suppliers when you were planning your daughter's wedding reception? Chairs and tables were the first priority, then bakeries for the wedding cake, florists for the decorations and finally professional carpet cleaners who could clean up the mess after it was all over.

Numerous NIRA organization members are finding that their employees are more than grateful to borrow or rent equipment from the company or employee association. Borrowing or renting 200 folding chairs and a dozen tables costs the company little and does much to save the employee aggravation and money.

Some companies even have special arrangements with florists, jewelers and local bakeries. Catalogues and brochures are kept on file with special discounts to employees.

#### **AUTO REPAIRS**

One service that's proven to be especially successful for employers, employees and suppliers alike are auto repair services that have arrangements with the company. Because we are so dependent on cars today for shopping, errands and transportation to work, car problems often can bring life to a standstill until they are taken care of.

A temporary means of getting to work until the car is repaired is the first order of business. Getting the faulty car to a repair shop during the employee's non-working hours is the next hurdle to cross. Many employers have worked out arangements with local garages to the satisfaction of all concerned.

The repair service picks up the disabled car at the work site, repairs it while the employee's at work and returns it in time for the owner to drive home. You can rest assured that such a repair service will do good work because of the prospects of repeat business. Most would probably be willing to provide pick-up and delivery free



of charge or at reduced rates because of the amount of business generated. The same auto service could also be called upon to aid employees in the event of stalls, flat tires and dead batteries.

#### **COMMUNICATIONS**

There's nothing like a well-organized up-to-date company bulletin board to attract the attention of interested employees. Here, posting of items for sale, apartments for rent and discount opportunities available would be well-read and much appreciated by buyer and seller alike.

Special attention could be given to details on the increasingly popular car and van pool programs. In addition to posting notices on bulletin boards and publishing them in the company house organ, a special department within the company could be designated to handle all carpool inquiries (see story, NIRA News, page 21.) With the price of gasoline going higher and higher, people who previously preferred driving to work alone are finding that preference an unaffordable luxury.

Another employee registry that's proved most successful with the Owens-Illinois Company, Toledo, Ohio, is the "hired hand registry"—an annually updated list of persons who have skills available on a part-time basis to members of the employee association.

According to Martha Byers, CIRA, the Employee Services Director at O-I, the registry was originally created for retirees of the Golden Emblem Club. The demand became so great, however, that the registry now includes current employees, members of their families, and even neighbors recommended by O-I employees. The services offered, available only to company employees and retirees, include plumbing and electrical work, tailoring, auto repair, house painting, typing, babysitting, invalid care, and house-sitting or maintenance while the homeowners are away on vacation.

Other miscellaneous employee services that may not be offered by other departments in the company include a blood bank or a hospitality program. The latter would use employee volunteers to meet and welcome new

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#### THE INFLATION FIGHTERS

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employees to the company and community. They would also be responsible for sending flowers or other remembrances to employees and their families for births. deaths, marriages and illnesses.

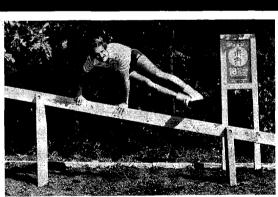
#### **COMPANY STORES**

Though not all companies are large enough to support their own company stores, those that do have them, have quickly learned that they are among the most popular and appreciated of all employee services.

Employees can stop in on a coffeebreak, lunch hour. or before or after work to pick up necessities they'd have to shop for elsewhere. Not only is it a convenience to the employee in terms of easy accessibility and saving time, such stores usually offer their employee customers savings not found in an outside department store.

The employees' support of such an enterprise is often self supporting. Normally, any profits are used to better other employee services and programs offered by the company.

Stock items for company stores usually include health and beauty aids, soft goods, hard goods, jewelry and small appliances. Sometimes even larger appliances can be purchased from company stores that combine on-the-shelf merchandise with catalog services.



If a list of our customers doesn't take your breath away—maybe our Fit-Trail workout will. Fit-Trail is a low-cost, high-use exercise and conditioning program designed to improve health and physical

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Less sophisticated operations may stick to candy. cigarettes, paperbacks and magazines and a small variety of everyday items. Some stores sell strictly "loyalty" goods-caps, t-shirts, mugs and the like that bear the company logo. Others offer employees company produced items at prices far less than the public would pay for them. Not only are such endeavors good for morale, they stimulate employee pride and are good methods of public relations and free advertising.

#### TRAVEL SERVICES

Whether a trip is lengthy or short, everyone needs some time now and then to just get away from it all. Discount travel opportunities offered through the company are one way of making it more feasible for employees to do just that.

Vacation packages of a week or longer offered through local travel agencies can be bought at a fairly good discount if enough people show an interest, reservations are made well in advance, and you barter for the best deal around.

Such travel experiences should not be looked upon, though, as just another discount service. Travel programs for employee groups tend to develop ties between the travellers that continue long after a tour is over. People from different departments and work levels may form closer associations or friendships that improve group morale and certainly employee communication. Such trips also tend to enhance the ego and self-confidence of working people who may have felt previously that foreign or long distance travel is just for the well-

But discounts on travel aren't just for those who plan extended vacations. Short tours and weekend jaunts are also possibilities for people with less time available. Tours centered around special events—an Oktoberfest, sports event, or annual fair or festival—is one option for the traveller with limited time or resources. Those with special interests may want to plan ski weekends, golf outings or "big city" tours where shopping, sightseeing and theater are the main events.

Other travel services could include opportunities for individuals where special information would be contained on such things as hotel, rental car and theme park discounts for individuals or family groups. For example a family trip to Florida could be mapped out by an employee himself through the host of information the employee services program makes available.

#### **HOBBIES AND CULTURAL ACTIVITIES**

The development of hobbies by employees can be a lot more rewarding than one might at first assume. In addition to satisfying the individual's need for creative expression and self-fulfillment, hobbies fostered in company settings can be a new means of promoting employee communication.

A company vice president may spend some weekend hours with a junior manager or clerical worker who shares his interest in photography. Hobby club members are drawn from all work levels opening the lines of communication, fostering camaraderie and encouraging a personal sense of belonging to a group with common interests.

Hobby shows and exhibits sponsored by the company are excellent vehicles of community relations. In addition to the socialization enjoyed by employees who share leisuretime endeavors, hobbies can provide a number of benefits to the individual: providing consuming pastimes that will continue after retirement, earning the individual extra money from the sales of his arts and crafts, and providing the hobbyist with recognition for his skills—a reward that is most satisfying to the ego.

Opera, theater and classical art are often the first things that come to mind when people think of cultural activities. But today's definition of "cultural activities" takes in a lot more than that—everything from rock music, belly dancing and musical comedy to book reviews, yoga and the development of the culinary arts.

Cultural activities these days, often mean involvement and participation in a particular activity as opposed to just observing or attending a given event. Today's cultural enthusiasts are much more likely to be part of an event than to just sit back and be entertained by one.

This may explain the rise in such company-sponsored cultural events as the Goodyear Tire Company's 60-piece band and the Phillips Oil Company's symphonic orchestra—both made up entirely of employees, not professional musicians. Many companies and employee associations are also starting their own drama clubs and musical groups for their own and others enjoyment.



#### SOMETHING FOR EVERYONE

Whether your company is large or small, has thousands of employees or just a few, the kinds of discount, convenience and educational services your company can offer its employees are almost boundless—limited only by the support of management and the financial, physical and human resources available to implement them in your company.

RECENT RESEARCH CONDUCTED ON NIRA MEMBERS INDICATED THE FOLLOWING STATISTICS ABOUT EMPLOYEE SERVICES PROGRAMS OFFERED:

Cultural Activity Programs		Service Activity Programs		Social Activity Programs		
Art Shows	38%	Discount Tickets		Christmas Parties	63%	
Retirees' Cultural Activities	36%	Amusement/Theme Park	92%	Retirees' Social Activities	57%	
Photography	33%	Sporting Events	80%	Dinners (Award)	55%	
Hobby Shows	28%	Special Events	76%	Picnics (Company Wide)	55%	
Radio (Ham Operators)	23%	Theatre	74%	Childrens' Social Activities	46%	
Movies (Feature)	22%	Group Travel	60%	Card Games (Bridge)	44%	
Childrens' Cultural Activities	22%	Discount Merchandise	58%	Dinners (Retirement)	43%	
Art (Painting)	20%	Discount Dining	58%	Table Games	43%	
Chorus/Glee Clubs	20%	Travel (Weekends)	57%	Dinners (Social)	41%	
Lectures	20%	Retiree Service Activities	50%	Picnics (Departmental)	36%	
Movies (Educational)	20%	Flowers/Cards for III	45%	Dancing (Ballroom)	27%	
		Travel (Individual)	43%			
		Children's Service Activities	42%			
		Continuing Education	40%			
					rm	



# A DREAM COMES TRUE FOR JOHNSON WAX

It all began more than ten years ago when the Johnson Mutual Benefit Association of the Johnson Wax Company, Racine, Wisconsin, began planning its new recreation facility. The Center, now complete, is a tri-level construction designed by Johnson Wax staff architects at a cost of more than three million dollars.

Dedicated just one year ago, it serves the social, cultural and recreational needs of some 2,800 Johnson Wax employees, retirees and their families who belong to JMBA. Formed in 1922, the JMBA is an association of Johnson Wax employees and company management dedicated to the welfare of its members. Membership is made up of all full-time and regular part-time employees.

Throughout its nearly 60-year history, JMBA has successfully developed and managed an industrial recreation program that has seen steady growth and increased employee participation. Three years ago the Johnson Wax company and JMBA received the NIRA/Eastwood award for "excellence in all aspects of recreational programming for employees." This is the highest award that NIRA presents.

Prior to the completion of the new facility, JMBA members used Arm-

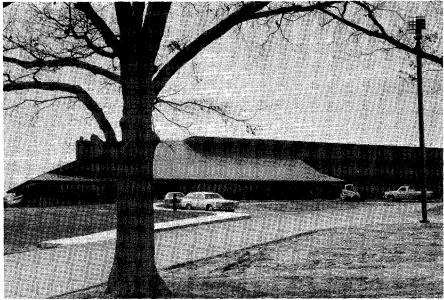
strong Park, a company owned 147-acre park, six miles north of corporate headquarters for its recreational activities. There, tennis courts, softball fields, picnic areas, a driving range and a playground are located for employees' enjoyment.

Over the years, an expanding JMBA membership increased the need of space and facilities to carry out its recreation programming. Scheduling problems and program

cancellations due to the increasing participation of Johnson Wax employees coupled with a rising demand for public and private facilities throughout the community. These factors led to the decision by company management to build additional recreational facilities to meet their growing needs.

In 1972 the JMBA Governing Board

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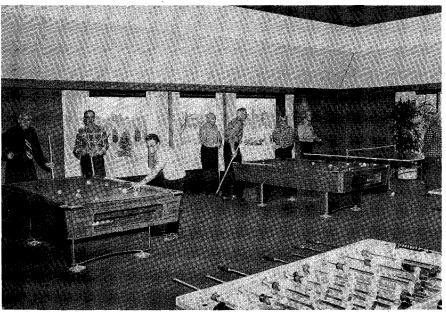


An exterior view (above), shows the new Johnson Wax recreation facility in Racine, Wisconsin prior to its completion. Dick Wilsman, JMBA Recreation Director and his assistant, Linda Epping (left), discuss room preparations for an upcoming social event to be held in the Center's main lounge.

#### A DREAM COMES TRUE

(continued from previous page)

gave the various recreation committees the responsibility to determine what the most immediate needs were for employee programs and recreation. Taking on the assignment, the committees worked with an outside professional planning consultant to arrive at a long-range master plan for Armstrong Park. First priority was the construction of a JMBA Center, today the reality of what once was a dream.



Billiards, ping pong and foosball are among the many games enjoyed by Johnson Wax retirees and other JMBA members in the new recreation facility.

The Center's exterior which boasts earth-colored brick, bronze-tone insulating glass and dark brown sloping roofs blends harmoniously with the natural landscape of Armstrong Park. Inside, wood, bricks, and exposed timber trusses are combined with warm inviting colors in a pleasant, comfortable atmosphere.

Within its 50,000 square feet of space is a central gymnasium, large enough to accommodate two basketball courts and four volleyball courts. The area can also be used for such special events as the Johnson

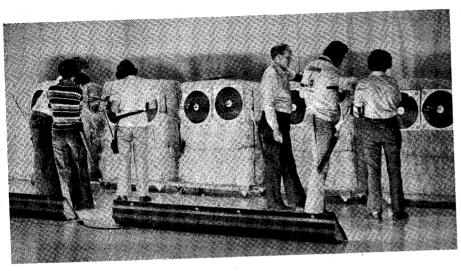
Wax Valentine Dance, the annual children's christmas party or as a bad-weather site for normally scheduled outdoor activities.

The gym is also available for corporate use when large seating capacities are essential. Some 2,000 people can be seated on the main floor for large group meetings and conferences, and even more can be accommodated if necessary with bleachers and seating on the mezzanine level.

The lower level of the new facility contains a good-sized all-purpose room that seats 240 and can be divided into two smaller rooms. Two kitchen areas in the building are equipped to handle banquets of all sizes. Men's and women's locker and shower rooms, a fully equipped exercise room, lounges and club and crafts rooms take up the remainder of the facility's space. The Center has been designed to bring together a wide variety of activities—physical, social and cultural—in a single complex where employees and their families are free to enjoy their leisure interests.

Areas within the Center are designed for flexible use to either supplement adjacent activities or accommodate special events and new leisure activities. The Center was also designed with expansion in mind. Plans are already underway for additional squash and racquetball courts, miniature golf and additional picnic areas.

Recreation Director Dick Wilsman and his six-member staff work with JMBA committee members to administer and develop the Center's programs—programs meant to enhance the loyalty, fellowship, morale and mental and physical fitness of all JMBA members, retirees and their respective families. Based on JMBA's past experience, there's little doubt that this new facility will indeed be well utilized.





IMBA's Archery Club members (top), set up for a new match in one of the multi-purpose rooms on the lower level while (center), Tony Weber, a commercial artist employed at Johnson Wax, works out on some of the equipment in the exercise room. A silhouette is formed by the pair below who intently observe the co-ed volleyball game taking place in the gymnasium below them.



## NOVA MARATHON DRAWS 1400







More than 1,400 people participated last December 12 when NOVA de Monterrey, A.C., the Alfa Industrial Group in Monterrey, Nuevo Leon, Mexico, held its first annual marathon.

NOVA de Monterrey is a recreation association of ten companies in Monterrey, Mexico which represents some 40,000 employees. The marathon, open to all NOVA members and the public-at-large was the first recreational marathon of its kind ever held in the country.

Dedicated to the principles of good health and fitness, NOVA leadership chose to sponsor the marathon for two reasons: to promote running as a method of fitness, and to attract a large number of participants. The rules were easy, and NOVA had all the resources required for planning the marathon and carrying it out.

With these thoughts in mind, the athletic department of NOVA and more than 100 volunteers devoted themselves to the organization of the event. The object of the marathon was for participants to complete the 16 kilometer (10 mile) run within the set time period: 2 hours for men and  $2\frac{1}{2}$  hours for women.

Participants were attracted by the challenge of the marathon itself rather than by any awards. There were no winners or losers in the event—only finishers, each of whom received a medal and diploma of recognition for having completed the run.

On the morning of December 12, 1,400 participants, male and fe-



Marathon participants (top left) lined up in front of the Centro Cultural, Monterrey, Mexico, prior to the start of the run. Volunteers (middle left), offered oranges, lemons and water to the runners while Red Cross and NOVA medical staff were on hand with cold cloths, oxygen and emergency first aid. At the finish line (bottom left), diplomas and medals were awarded to the finishers in recognition of their achievements.

#### (continued)

male, of all ages and backgrounds, gathered at the starting point in front of the Centro Cultural, and at 8:30 they were off. More than 1,200 reached the finish line within the given time period. Proudly, they accepted their awards of achievement for meeting the challenge of what was to be the first of many more NOVA marathons to come.

# **TOURNAMENT NEWS**

by Stephen W. Edgerton, CIRA Xerox Corporation NIRA Vice President, Tournaments and Services



# **Keener Competition Expected In 1980 NIRA Tournaments**

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Last month's column carried news of the new fee schedule set for future NIRA tournaments: A \$20 per company entrance fee will now qualify employees of NIRA member companies to enter any or all of the following NIRA sponsored tournaments: postal golf, photography, fishing, bridge and bowling.

Employees will be able to enter each tournament or category of a tournament at no cost to themselves. The new fee structure was adopted in a new policy adopted at the January Board Meeting for two reasons: to increase individual participation and to facilitate tournament administration for recreation personnel. Company recreation administrators and the various tournament coordinators will no longer have to devote the time, paperwork and financial recordkeeping required in the past that was necessary for tournaments charging fees to individual entrants.

Just as important, though, the new fee policy is meant to encourage an increase in individual entries in the five NIRA sponsored tournaments. With no cost to the individual and just the nominal fee of \$20 per company, there's little reason for your company not to have a significant increase in the number of entrants for each of the five tournaments. More individual entries of course,

will mean greater and keener competition and the rankings of our national winners will take on even greater significance.

Promoting these tournaments in your companies and giving your employees an opportunity to win in these nationally sponsored competitions will benefit your existing programs. Participating in these events will foster employee pride and loyalty in your organization, will offer a healthy sense of competitiveness among NIRA member companies, and will gain mutual recognition among your employees, your company and this association.

Perhaps you could designate one of your company's regular bowling nights as NIRA Tournament Night—all teams bowling that night would be entered in the tournament for judging against other NIRA company participants.

Do the same for your golf leagues and bridge clubs. Special events can be planned and conducted for entry in the fishing and photography competitions.

Details on the five NIRA tournaments for 1980 will be outlined in forthcoming columns of "Tournament News." Look for them, promote the tournaments to your employees and plan to be among the winners for 1980.

# Fitness/Health Bulletin



by Louis R. Mertens, CIRA
Foreign Affairs Recreation Association
NIRA Vice President,
Fitness and Health



## **Reaping The Benefits Of Physical Fitness**

by Trudy Beard

Not very long ago physical fitness was considered a "play" activity usually engaged in by youngsters and athletes. Today more than ever before, however, doctors are strongly recommending patients of all ages to engage in programs of regular physical activity. As medical professionals they know how important exercise is to a person's good health and well-being.

As recreation and employee services administrators whose main concern is that of our employees, we too know how important physical fitness can be. Studies have shown that those employees who exercise regularly produce more on the job, have fewer physical illnesses and are far less prone to industrial accidents.

Employee fitness has become a major concern of business organizations, private industry and government agencies. One excellent example is the President's Council on Physical Fitness and Sports. The enthusiasm that industry has shown in recent years for employee fitness programs is almost overwhelming. Companies are discovering that such activities offer the employee (and thus the company) something that money can't buy, doctors can't prescribe and hopes can never bring—the personal satisfaction and physical well-being that results from an active mind and a fit body.

This may not be an easy world to relax in, but when people realize how vital relaxation is to their health, they will usually find the time and determination to make it a part of their lifestyle. To understand the benefits of relaxation it's important to understand the patterns of everyday stress.

When a person is stressed breathing, heartbeat, and the pulse are faster, muscles tense, and blood pressure increases. How productive can any employee be under conditions like these?

An employee fitness program can counteract these symptoms by offering such solutions as exercise breaks, sports activities, group programs or just quiet rest periods that allow an employee to get off his feet and close his

eyes for a few minutes each day.

Now consider the opposite of stress. Think about a slower pulse rate, lower blood pressure, calmer breathing and tensions drifting from the muscles. Sound good? It feels even better.

Though company fitness programs may vary in size and sophistication, it's important to remember that their primary purpose is to help maintain and improve employee health and morale. Such programs don't require large financial expenditures—costs can even be shared by those who participate.

Only management support and your own imagination as a recreation administrator will limit the extent and variety of fitness activities your company can offer its employees.

If your company doesn't have a fitness program or if the one you have is in its embryonic stage, take this opportunity to develop it further. Your employees will reap the benefits as individuals and your company will benefit as an organization—an organization that cares about its employees who will feel better, live longer, and work more productively with more satisfaction and less absenteeism.

With results like that how can you go wrong?

PHYSICAL FITNESS ACTIVITIES AND EVENTS YOUR COMPANY CAN OFFER ITS EMPLOYEES:

aerobics golf sailing archerv gymnastics skiing basketball handball soccer bicycling ice skating softball bowling jogging swimming calisthenics karate table tennis dancing racquetball volleyball fishing riflery weight training football rowing yoga

rm

### **OPEN FORUM**

# NIRA by any other name



Should the National Industrial Recreation Association (NIRA) be renamed the Employee Services Management Association (ESMA)? In the next few issues of Recreation Management, "Open Forum" will present letters to the editor on this important issue. We encourage all members and interested friends of NIRA to add their opinions to these. Responsibility for the selection of letters is the RM Editor's, with the advice and final approval of the NIRA Executive Director. Background information on the mechanics, costs and implications of a name change is available upon request from NIRA Headquarters.

Send letters on the NIRA name change proposal to: Open Forum, Recreation Management Magazine, National Industrial Recreation Association, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606.

To "Open Forum":

Just read Al Ward's letter to the editor on the proposed name change.

I, too, feel "Employee Services" more truly reflects the total responsibilities of our function.

Industrial recreation is only a segment of total benefits, and benefits is no longer a fringe. A current "label" for our association is most appropriate.

Let's move on!

Sincerely,

Bobbie Hildenbrand Personnel Services Manager Nationwide Insurance Columbus, Ohio

To "Open Forum":

I just read A. C. Ward's letter to "Open Forum", which appeared in the December/January 1980 issue of Recreation Management Magazine, and agree with him wholeheartedly. "It is time for us to move ahead. . . . Employee Services Management Association will get us under way."

Ten years have passed since I last served on the NIRA Board, yet time has not changed everything. I well recall numerous discussions about a name change for NIRA. At that time many of us felt that our name was limiting the association's growth. NIRA was, and is, international in scope. It served, and serves, a more diversified membership than industry. With some exceptions its members were, and are, engaged in various employee services activities. Yet, National Industrial Recreation Association does not reflect those important elements. If the association is truly interested in growth, it, among other things, must have a name which encompasses all those which it wishes to serve.

It is time for us to move ahead.

Sincerely,

Robert E. Eppley, CIRA Assistant National Director Personnel Administration Deloitte Haskins & Sells New York, New York

rm

# NIRA NEWS

## New State Law Affects Workers' Compensation

Recently passed by the state of California is a new law which should be of significant interest to company recreation administrators. It regards the awarding and withholding of workman's compensation benefits to employees injured while participating in company sponsored recreation programs.

The former law provided that "liability for workers' compensation exists against an employer for workerelated injury or death of an employee where specified conditions of compensation concur."

The new law reads that in addition, included as a condition of compensation that "the injury did not arise out of voluntary participation in any off-duty recreational, social, or athletic activity not constituting part of the employee's work-related duties, except where such activities are a reasonable expectancy of, or expressly or impliedly required by. the employment. The Administrative Director of the Division of Industrial Accidents would be required to promulgate regulations requiring employers to post notices advising employees of such provisions."

# Transportation Strike Doesn't Halt Carpoolers

The December 1979 transit strike that crippled most of the city of Chicago just before Christmas, brought a spirit of camaraderie at Bankers Life & Casualty Company.

Through a relay phone system called "Car Pool Central," organized by the Safety and Security Department, more than 180 employees dependent upon public transporta-

(continued on page 34)



## **NAMES** IN THE **NEWS**

#### Brennecke Inducted In **Sports Hall of Fame**

Fritz Brennecke, NIRA's Senior Director for Region 6 was recently inducted into the Colorado Sports Hall of Fame. A distinguished athlete. coach, administrator and educator,



Brennecke's career is highlighted by many honors: Small College Football Coach of the Year, (1958); "Sportsman of the Year" (1963); election to the Colorado High School Football Coaches Association Hall of Fame. (1965): and Golden Chamber of Commerce "Man of The Year" (1976).

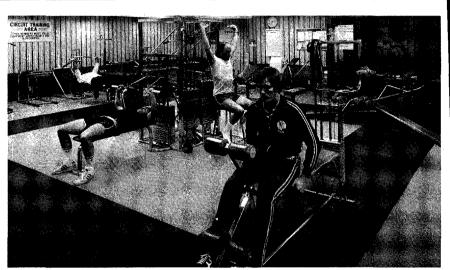
Brennecke, 68, is best known for his 22 years as athletic director, head football coach, and physical education chief at Colorado School of Mines. He has been an outspoken critic of professionalism in intercollegiate athletics, and is known as a strong advocate of "athletics for fun." Brennecke retired in 1976

from Colorado School of Mines after a 40 year career in athletics. Currently he is serving as the Coordinator of the Adolph Coors Company's employee recreation program. He also finds time to write a weekly sports column "Sports Notes" for the Golden Transcript.

#### **APPOINTED**

Rudolph (Rudy) Constantino was recently appointed to the position of Executive Manager of the Jet Propulsion Laboratory Employee's Recreation Club, Pasadena, California.

(continued on page 34)



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#### ASSOCIATE PROFILE

#### **ASSOCIATE PROFILE**

# "Skytrain" It To London With Laker Airways

Laker Airway's SKYTRAIN service has come a long way since September 16, 1977 when it launched its New York to London service that just about turned things around in the airline industry. Sir Freddie Laker's dream of making low-cost travel available to everybody came to pass.

And now, with the recent approval of an unrestricted license, the Laker SKYTRAIN service went a step further. With the introduction of a new three-tier structure, there is a SKYTRAIN service for just about everybody. It is now possible to reserve seats in advance.

The original SKYTRAIN concept of a walk-on service is still in effect, with one important plus. If seats allocated for today's flight are sold out, tickets may be purchased while you are at the ticket office for the next available flight without having to return the following day. Peak season fares New York to London are \$192 one way, \$363 round-trip; Los Angeles to London one-way is \$277, round-trip is \$502. Meals may be purchased in advance of departure, or passengers may bring their own.

The two advance reserved-seating structures are the ECONOMY and EXCURSION fares. On the ECONOMY service, there are no time requirements. Tickets may be sold one way or round-trip. This has been particularly popular with the business traveler. Peak season fares from New York to London are \$266 each way; Los Angeles to London \$400 each way. Meals are included.

The SKYTRAIN EXCURSION Service is sold on a 21-day advance purchase basis with a minimum stay of 7 days. A round-trip purchase is required for the excursion fare. Peak season rates are \$509 for the New York-London excursion and \$619 for the Los Angeles-London round-trip. Meals are included with both.

There are daily flights between New York and London and daily non-stop flights between Los Angeles and London. In the peak season, this will be increased to three daily from New York and two daily from Los Angeles.

Reservations may be made through travel agents or by calling (800) 221-0374 or (212) 459-6092 in New York state.

The airline, a member of NIRA, will have representatives at the San Diego Conference & Exhibit who will be happy to provide you with further information about LAKER.

## Unique Employee Recognition Offered Through Balfour

The Balfour Company, with more than a half century of experience in the recognition market, has recently developed a structured means to assist Recreation Program Administrators. In 1978, Balfour sponsored a national study of recognition practices. The study, conducted by an independent research group, determined the real needs and concerns of recognition award recipients and program administrators. Based on the important findings of this study, Balfour now offers the "Answers" approach in developing comprehensive, beneficial employee recognition programs in a truly consultative manner.



Professional consultation makes the difference.

Balfour can and will put this data to work by analyzing program objectives, whether for recognition for length of service, participation in recreational programs or outstanding job performance. The local Balfour representative is knowledgeable and conversant with total program considerations, and case studies demonstrate the effectiveness and value of this new and unique kind of assistance. A Balfour recognition program is a reasonable investment returning demonstrable benefits.

As a creative source for all major award products from custom designed jewelry, rings, plaques and graphics to a wide range of quality merchandise, the Balfour Company stands ready to help. The combination of a broad product line and the ability to assist in program promotion, presentation and administration provides the kind of total assistance long sought by recognition program administrators.

For further information, contact a local Balfour representative or use our toll free number (800-343-3928) to call Phil Hilton, National Sales Manager.

## **NEWS IN BRIEF**

## **Bus Industry Issues** "Vacation Catalog"

The most complete guide yet for planning group travel by bus is being issued by the American Bus Association in what amounts to a catalog of travel and vacation information. The 550-page "Official Travel Resource Manual" includes thousands of listings ranging from availability and cost of lodging and restaurant accommodations to a detailed rundown of attractions to choose from once the destination is reached.

Arthur D. Lewis, president of the American Bus Association, explained, "Since the intercity bus industry delivers more tourists to more destinations than all other forms of public transportation combined, we felt it was appropriate that the bus industry take the leadership in developing this data base."

The publication consolidates a vast amount of data helpful to intercity bus operators and the travel/tourism industry in promoting group charter and tour business, Lewis said.

Listings in the two and a half pound volume cover Canada as well as the United States, and are presented in alphabetical order by state and city and by province. Pertinent data is provided on more than 600 travel industry suppliers.

#### **Trails With A Difference**

What do the Link River Trail in California, Kelley's Run-Pinacle Trail in Pennsylvania, Rice Creek Trail in Florida, and The Gentle Trail in West Virginia have in common? Although each is adapted to a particular activity, location, theme, or terrain, all are privately owned and all are part of the National Recreation Trails System. In the eleven years since the

passage of the National Trails System Act, over 400 federal, state, local, and privately owned trails across the nation have been designated to the system by the Secretaries of the Interior and Agriculture.

(continued on page 31)

# In California IBM's Parcourse Fitness Circuit is popular with huff 'n' puffers as well as serious athletes.

The Hop Kick is only one of 18 exercise stations that comprise a Parcourse Circuit.

Participants are "coached" on exactly what to do and how to use any apparatus provided. Then they walk or jog to the next station.

Each workout is scientifically balanced. The exercises were developed in conjunction with the National Athletic Health Institute. So was the unique "Heart Check" system for self-monitoring pulse rate along the course.

Today, Parcourse Circuits are popular with employees at corporations like American Can, Fireman's Fund, and Xerox. And no wonder.

The system isn't just medically sound. It's also a lot of fun.

In fact, it's a kick.

For details, write to Parcourse Ltd., 3701 Buchanan St., San Francisco, Ca. 94123. Toll Free (800) 227-3323. In California call (415) 931-9444.





## EMPLOYEES GET A BIG KICK OUT OF WORKING FIR BM

## **IDEAS CLINIC**



Melvin C. Byers, CIRA NIRA Consultant

We are a small business with less than 100 employees. How can we successfully provide an employee services program including recreation?

A Small companies many times can be more employee-service oriented than neighboring larger corporations. The opportunity to develop the most effective employee relations program is more advantageous and successful in the smaller operation. Here top management usually has a closer relationship with its people because the more frequent association provides greater beneficial commmunications. In small companies, the office personnel assumes various employee services staff responsibilities that in larger companies have been assigned to a separate department or a sector of the personnel department.

Under the direction of management and considered as a segment of their job, a secretary, steno, receptionist, file clerk, or any office employee may be assigned such functions. I recommend using office personnel to assume the duties that personnel in a larger company normally would be doing. Office personnel have freer use of phones, mail service, and are closer to administrative management supervision. This in no way prevents chair-persons, committees, and volunteers from the entire work force from being delegated and encouraged to participate in administrative functions.

Developing an internal employees' newsletter and forming a committee of employees to assist in its reporting, editing, and distribution would be one person's responsibility. Another person may be charged with bulletin boards, direct mailings to the homes of employees, meetings, and other informative services considered also in larger companies as a sector of the industrial relations or personnel department function. An employee serving as employee services coordinator and another as recreation coordinator would make up a management directive staff team of coordinators seeking employee involvement and volunteer leadership.

Small operations can provide social, cultural, and athletic programs. They can provide many services in-

cluding discounts and conveniences for their people much the same as larger industries and businesses. If there is an IRC in the city, considerable help is available for the small operators. There are numerous ways and means to develop a more harmonious and cooperative work force through simple organization techniques based upon sound productive objectives. This kind of review and consultation is readily available from N.I.R.A. and its members, all of whom are willing to assist you in this endeavor.

There are natural group activities that arise in all groups regardless of the group size. Such things as group remembrances for illness, birthdays, retirements, etc. are for the most part poorly managed, usually following no policy or procedure. However, meeting after the working hours for socializing or participating in structured sports activities can take place, becoming a company benefit and credit.

Having a common ground to meet with all levels of employees through employee services promotes greater employee/employer relations and job interests. Employees see all of the services as employee benefits that not only provide money saving offers through such services but also the opportunity to display leadership abilities that should hopefully reflect in better job opportunities.

Compared to an all-family business where members of the family are the employees and a common bond is prevalent, so it can be with any employee make up when established through management objectives designed to treat the work force as a family and provide the parental guidance and concern required. The most effective method, therefore, is to establish an employee services program involving all employees. Such a program may start with but a few basic services and continue to expand and develop under objective management surveillance and support.

## UTILIZING YOUR CONFERENCE EXHIBITORS

The 1980 National NIRA Conference and Exhibit set for May 15—20 in San Diego, California, should be one of our largest ever.

As in the past, this year's International Conference and Exhibit is an excellent opportunity for all of NIRA's Organization, Associate, Allied, IRC, Individual, Student and University members to meet together to enhance their knowledge of the kinds of employee programs and services available which can be mutually beneficial to all NIRA members.

The importance of this annual event can not be overstated. From the time the Conference and Exhibit opens until its closing hours five days later, there is much to be gained by all who make it their business to attend. Whether it's a session on travel, retiree or tournament programs; a walk through the colorful booth-filled exhibit hall, or some leisurely moments at a NIRA banquet, breakfast or social hour, this is your opportunity to learn as much as you can about the association, its various members and how all can help each other professionally by providing improved and expanded programs and services to and through our respective organizations.

Exhibitors this year will represent such products and services as sports-wear, fitness products, travel agencies, family attractions, tourist bureaus and a variety of employee services operations including caterers, photography services, and merchandisers offering discount sales.

Delegates should keep in mind that while exhibitors attend our conferences to increase their sales, they service recreation and employee services administrators by offering tips and ideas you can incorporate into your activities to strengthen and expand your employee programs. In other words, their products and services can help to enhance your program as much as the educational sessions will.

They also help support NIRA, your professional association, through their dues as Associate members, fees as exhibitors, and advertising dollars as suppliers, for space in our association magazine, Recreation Management.

Make every effort to visit each ex-

hibit booth in the hall. Talk to the representatives and pick up their literature to see how their products and services can be adapted to your program. It's an excellent opportunity for you to meet these suppliers on a personal basis and form contacts you can call on throughout the year. Their products and services can benefit you, your program and your employees. You might also be aware that many of the exhibitors this year will be offering special programs to NIRA members of which you can take advantage.

In addition to meeting with and hearing from a number of experts in our field on such topics as recreation programming, legislation and liability, facilities, fitness and fund-raising, you'll have an opportunity to personally meet with members of the Association's governing body—the NIRA Board of Directors.

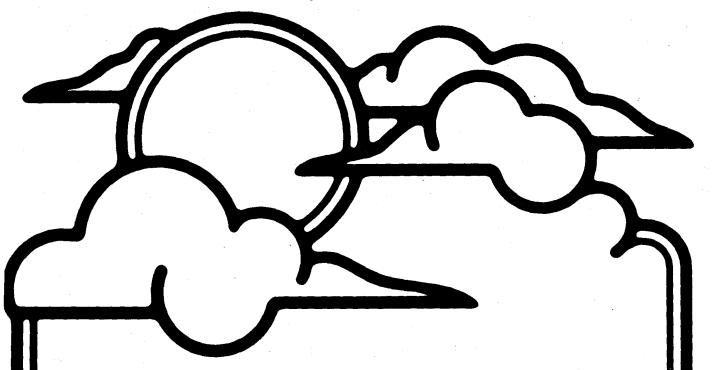
Join us in San Diego in May and reap one of the greatest benefits NIRA can offer you—meeting with colleagues in your own field in what should prove to be a most profitable and professional learning exchange that can only benefit you more.

## professional services directory



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## **National Industrial Recreation Association**

39th Annual Conference and Exhibit

Town & Country Hotel San Diego, California May 15-20, 1980

Complete registration form on reverse page and return to:

NIRA • 20 N. Wacker Drive • Suite 2020 • Chicago, IL 60606 (312) 346-7575

## Registration

# The 39th Annual NIRA National Conference and Exhibit

Town & Country Hotel—San Diego, California May 15-20, 1980

#### Data

Your name			-	Title
Firm Name	·		<u> </u>	
Business Address				·
City	· · · · · · · · · · · · · · · · · · ·	1	State	Zip
Telephone ( )			Number of Emplo	oyees
Status: CIRA □	CIRL 🗆		v NIRA Member ☐ ince June 1, 1979)	
Number of National conferences attended	ded			
Names of others in your party for whor	n you will submit forms			
		. P		
	(for cross re	ference)		
A separate form must be submitted for	each person in your part	y. (Duplicate if ne	ecessary)	
PLEASE FILL IN AS YOU WOU	JLD LIKE YOUR BADGE	TO APPEAR		
Common First Name		. !	_	
Full Name	··		_	
Organization		!		
City, State			_	•

## **Registration Packages**

(Fee includes group meals and social functions)

#### —IMPORTANT— CIRCLE YOUR CATEGORY

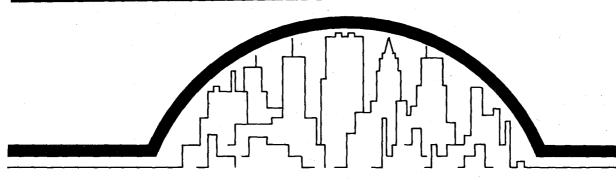
	Prior to April 1, 1980	After April 1, 1980
Delegate—NIRA member	\$140.00	\$150.00
Non-member delegate		\$165.00
Associate Members not exhibiting		\$210.00
Commercial attendees not exhibiting		\$295.00
All Spouses		\$ 85.00
Student Attendees		\$ 80.00
Children		\$ 75.00

#### **Policies**

Include your check made payable to the National Industrial Recreation Association. No registration accepted without payment in advance. Registration can be accepted in San Diego at some inconvenience to you.

Mail registration and checks to: NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606.

Cancellation Policy . . . Full registration will be refunded if cancellation notice is received postmarked no later than May 2, 1980. After this date, full refund cannot be guaranteed. No refunds will be made unless request is filed before June 20, 1980.



# 1980 National Conference & Exhibit May 15-20, 1980 San Diego, California

A Fiesta of Action: Growth, Service and Value

#### **PROGRAM AT A GLANCE**

TH	URS	DA'	Y., N	MAY	15

8:00 AM

8:00 AM- 2:30 PM

2:30 PM- 3:30 PM

(SP) 2:30 PM- 4:30 PM

3:30 PM- 4:30 PM

3:45 PM- 4:45 PM

6:00 PM- 9:00 PM

#### FRIDAY, MAY 16

(SP) 8:30 AM- 9:15 AM

8:30 AM-10:45 AM

(SP) 9:30 AM- 3:00 PM

11:00 AM-11:45 AM

12:00 PM- 2:00 PM

2:15 PM- 3:15 PM

3:30 PM- 4:30 PM

5:00 PM- 7:00 PM

8:00 PM

Registration

Tournaments

Speakers, Chairmen, Vice Chairmen Orientation Session

Spouses Welcome Reception

First-Timers Session

NIRA Junior Directors Meeting for Election Procedures

Conference Opening Banquet

#### Hospitality Room Open

Regional Breakfasts

Tour of Old Town, Seaport Village and Harbor Cruise

Keynote Address: "Employe Recreation's Role in the

Personnel Administration's Profession"

Poolside Luncheon

Concurrent Sessions:

(A) "Legislation & Liability (Agreements & Contracts)"

(B) "Recreation Programming"

General Educational Session

**Exhibit Hall Grand Opening** 

Dinner/Entertainment

(Continued on following page)

SATURDAY, MAY 17 8:30 AM-10:30 AM Hospitality Room Open 9:00 AM-10:00 AM General Session: "Physical Fitness/Health Maintenance" 10:00 AM-11:00 AM General Session: "NOVA's Physical Fitness Program" Busses Depart for Convair Recreation Association (CRA) 11:30 AM 12:00 PM- 4:00 PM CRA Facility Tour/Lunch/Tournaments Awards Presentation 4:00 PM Busses Depart for Hotel 6:00 PM- 9:00 PM Exhibit Hall Open 9:00 PM Evening on Your Own **SUNDAY, MAY 18** 7:00 AM Fun Run (SP) 8:00 AM- 9:00 AM Continental Breakfast with NIRA First Lady, Patty Compton 8:00 AM-10:00 AM CIRA/CIRL Breakfast (SP) 9:00 AM-11:00 AM Creative Craft Workshop 10:00 AM-11:00 AM Concurrent Sessions: (A) "Facilities" (B) "Revenues/Fund Raising 11:00 AM- 1:30 PM Exhibit Hall Open/Deli Luncheon (SP) 1:30 PM Free for shopping 1:45 PM- 3:30 PM NIRA Annual Meeting/Election of Officers 4:00 PM- 4:45 PM General Educational Session 5:30 PM Busses depart for Sea World MONDAY, MAY 19 8:30 AM-10:30 PM Exhibit Hall Open/Exhibitors' Door Prize Drawings (SP) 9:30 AM- 3:30 PM City tour, lunch at Balboa Park, bus tour of San Diego Zoo 10:45 AM-11:45 AM Concurrent Sessions: (A) "Retiree Programs" (B) "Travel Programs" Management Luncheon 12:00 PM- 2:00 PM 2:30 PM- 3:30 PM Concurrent Sessions: (A) "Employee Associations vs. Company Recreation" (B) "Volunteers" 3:45 PM- 4:45 PM Concurrent Sessions: (A) "Communications and Public Relations" (B) "Camping and Family Outings" 7:00 PM Presidents' Ball/Dinner and Dancing **TUESDAY, MAY 20** 9:00 AM-10:00 AM General Session:

(SP) Events planned specifically for registered spouses. Spouses are invited and encouraged to attend all of the professional development educational sessions as well as all of the special events.

1980's" General Session

10:00 AM-11:00 AM

"Operation Life Style: A Fitness Program for Now and the

"NIRA Name Change—The Pros and Cons"

#### **NEWS IN BRIEF**

(continued from page 24)

What types of trails qualify? National Recreation Trails, which must be of high quality, provide for foot, bicycle, horse, wheelchair, ski, snowshoe, snowmobile, and motorcycle activity, or a combination of these uses. The length of National Recreation Trails varies from the 102.5-mile long Ice Age Trail in Wisconsin to several trails which are just ½ mile long. The typical trail in the system is about 4 miles in length.

While National Recreation Trails may be privately owned, they must be open to the public. (A reasonable use fee may be charged.) The corporation or organization which owns the trail must certify that the trail will be available for public use for at least 10 consecutive years after designation. The application, which typically is about three pages in length, must include a trail management plan and documentation as to ownership or control of the right-of-way. Maps and photographs are also required.

Designation of a trail on an NRT doesn't put any dollars directly into your hard-pressed maintenance or trail improvement budget, but then it doesn't cost you anything either! What you do get is a colorful certificate-of-designation signed by the Secretary of the Interior, a free set of distinctive trail signs and markers, and the satisfaction that goes with the recognition of your trail as another segment in the growing National Trails System. The resultant favorable publicity can bring attention to your corporation's or organization's recreation program and will help further outdoor recreation opportunities in your area.

The publication, "National Recreation Trails: Information and Application Procedure," is available

from the Lake Central Regional Office of the Heritage Conservation and Recreation Service, Federal Building, Ann Arbor, Michigan 48107. A free listing of National Recreation Trails, as of January, 1980, also is available. The application process is painless; the national recognition for your high-quality trails is deserved. HCRS personnel are ready to assist you in obtaining that recognition. Let them hear from you!

# **Succeeding In Supervision**

A thoroughly practical on-the-job resource for all supervisory personnel, What Every Supervisor Should Know: The Basics of Supervisory Management by Lester R. Bittel covers proven, time-tested methods and the most modern managerial techniques in a completely revised and updated fourth edition (McGraw-Hill, 660 pages, \$18.95).

Presented in a highly effective question-and-answer format that allows for immediate feedback, this authoritative work features vital new material on managing in a changing environment, job and work enrichment, problem solving and decision making, and exercising control of people and processes. Extensive revisions offer fresh insights into such areas as employee safety and health (OSHA), career management, equal opportunity, and computer and management information systems.

A classic in its field with almost 400,000 copies sold in its first three editions, What Every Supervisor Should Know covers all aspects of the managerial process. Each chapter contains a glossary of key terms, questions for reading comprehension, a case study for analysis, and a suggested bibliography. A detailed index enables the reader to refer quickly and easily to related ideas and information.

Lester R. Bittel, an associate professor of management at James Madison University, is the author or editor of numerous books on management, including the recent

Encyclopedia of Professional Management. He was honored by the International Management Council in 1978 with the V. M. McFeely Award for his outstanding contributions to the field of management education and training.

#### Sports Medicine Year Book Publishes First Volume

Year Book Medical Publishers has announced the publication of a unique new annual volume, the YEAR BOOK OF SPORTS MEDICINE. The 300-page hardcover book is being published in response to the growing demand from medical professionals, trainers and coaches for specific information about treatment of sports-related injuries, proper athletic training and advances in rehabilitation therapy.

The first publication of its kind in the field, the 1979 YEAR BOOK OF SPORTS MEDICINE contains 289 articles from 88 medical journals from around the world. Illustrations and further editorial commentary, along with an extensive subject index for easy access to the information, round out the volume.

The YEAR BOOK presents timely and fascinating information in such areas as: training, fitness advice, nutrition, health maintenance, trauma, metabolism, and cardiology. Among the interesting articles are: "Stress Fractures Caused by Physical Exercise," and "Effects of Weight Lifting Exercise on Heart Rate and Metabolism."

Unlike most other specialties, sports medicine treats a particular segment of the population rather than a particular part of the body. Growing numbers of physicians are devoting more and more time to sports-related injuries in an increasingly active and sports-minded America.

The growth of sports medicine facilities in the U.S. over the past 25 years points to this phenomenon: 25 years ago there was one such facility in the entire country . . . today, there are 85 sports medicine clinics and the number is growing.

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#### **ASSOCIATE PROFILE**

# **GSC/Six Flags Corporation: Discounts, Group Rates**

A leader in the theme park industry, GSC/Six Flags Corporation owns and operates the nation's largest family of theme parks and attractions. Their coast-to-coast network of attractions includes Six Flags Over Texas in Dallas Ft. Worth; Six Flags Over Georgia in Atlanta; Six Flags Over Mid-America in St. Louis; Astroworld in Houston; Six Flags Great Adventure in Jackson, New Jersey; Six Flags Magic Mountain in Valencia, California; and two wax museums: Movieland Wax Museum in Buena Park, California, and Stars Hall of Fame in Orlando, Florida.

GSC/Six Flags has been responsible for many firsts in the theme park industry. All of their attractions have a one-price ticket, first introduced to the industry in 1961. They pioneered the use of professionally produced, Broadway-type musical variety shows, and the booking of top name entertainers to appear throughout the season. With the opening of Six Flags Over Georgia in 1967, they became the first company to operate more than one park.

Like the entire travel and leisure industry, GSC/Six Flags was greatly impacted by the gasoline shortage in 1979. Recognizing the long-range nature of the problem, they developed a number of programs for 1980. Regional toll-free phone numbers have been established to provide information on routing and gas availability on the surrounding interstates, private and public bus companies have been contacted to increase mass transit opportunities and gas stations in the parking lots of each attraction have been made easily accessible for park guests.

Theme parks and family attractions have become popular sites for company picnics and group functions. An aggressive marketing philosophy has been the catalyst for a wide variety of sales programs directed toward company groups, as well as individual employees. Thousands of companies nationally are enrolled in the company's "Funseeker" program, whereby employees receive a card good for substantial discounts and special premiums at any of the GSC/Six Flags attractions, and some companies participate in consignment ticket sales to their employees, receiving a commission on each ticket for their employee funds. In addition, each of the Six Flags parks offers a wide range of programs for group outings, which can be catered as simply as hot dogs and french fries, as elaborately as multi-course barbeque or steak dinners, or anything in between.

For further information contact: Sales Dept., GSC/Six Flags Corp., 555 Flower St., 31st Floor, Los Angeles, Cal., 90071. Call: 213/680-2400.

#### **ASSOCIATE PROFILE**

# Gamble On Some Discounts With "Vegas '80" Coupons

For those of you who are sending employees to the fun capital of the world—Las Vegas—read on for entertainment opportunities at bargain prices.

VEGAS '80 is a coupon book offering gambling packages and Fun Books in thirteen different casinos, some worth as much as \$280 each. These packages offer free breakfasts, free lunches, free diners, free gambling money, and much, much more.

In addition, there are discounts on gourmet dining places, ethnic restaurants, sandwich shops, pancake houses, fast food restaurants, car rentals, air tours, haircuts, manicures and free admission tickets for hotel shows.

A day with VEGAS '80 may include: breakfast and gambling at Vegas World Hotel-Casino; a gourmet dinner and main show at the Treasury Hotel Casino; and countless winning bets, tokens, cash, "Vegas Dollars" and free drinks at many of the most fabulous clubs in Las Vegas.

There are 60 coupons in all worth hundreds of dollars, all good until January 1, 1981.

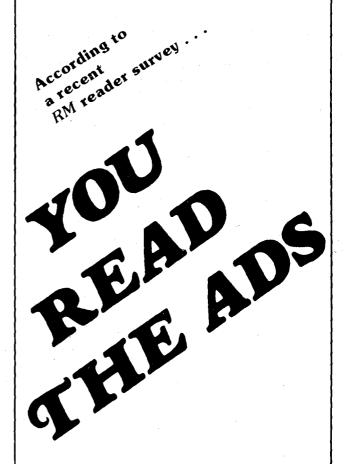
VEGAS '80 sells nationwide for \$15. For NIRA members these books are available for half price—only \$7.50 each. In addition, because many people travel to Las Vegas in groups, we have extended this discount even further:

Regular Price:	\$15.00
Special price to	
NIRA members:	7.50
2 books for	12.00
3 books for	15.00
All additional	
books	5.00

For those of you who may be traveling to Phoenix, Arizona, the FIESTA '80 book which is regularly \$20.00 is also half price—just \$10.00 for NIRA members!

FIESTA '80 entitles purchasers to more than 250 discounts in the Phoenix area, most of which offer two-forone or "half-off" bargains. Entertainment and fun is in store for wining and dining, golf, carry outs, sports, hotels and mini-vacations.

Order now and make your plans to enjoy Las Vegas and Phoenix at bargain prices. Contact Gary Viner, Vegas '80, 1528 E. Missouri, Suite A-124, Phoenix, Arizona, 85014. Phone: 602/274-3071.



You read the ads in RECREATION MAN-AGEMENT not merely because they are attractive, but because they have something to say to you—in word and picture—that is extremely important to you.

The ads are news.

They bring you information about products and services which dependable business firms make available to your program—and which your program needs.

More than that, our advertisers believe that RECREATION MANAGEMENT is an effective selling tool to reach you.

So, when you communicate with them, take a moment to let them know that you appreciate their support of, and participation in, NIRA—and that you read their advertisement in RECREATION MANAGEMENT.

KIRT T. COMPTON, CIRA

President National Industrial Recreation Association

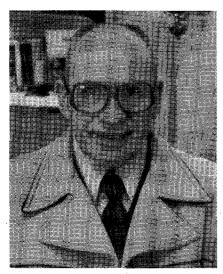


## NAMES IN THE NEWS

(continued from page 22)

#### RETIRED

After 42 years at Danly Machine Corporation, Chicago, Illinois, Joe Corrigan, long-time NIRA member, retired from his position as Plant Photographer and Recreation Programmer.



Joe Corrigan

Corrigan is a former member of the NIRA Board of Directors and has attended nearly 30 conferences. Frank R. Bosi has taken over the responsibilities of programming employee services for Danly.

#### **DECEASED**

Newton E. West, CIRA, a long-time member of NIRA, passed away January 24, 1980. West was a resident of Culver City, California.

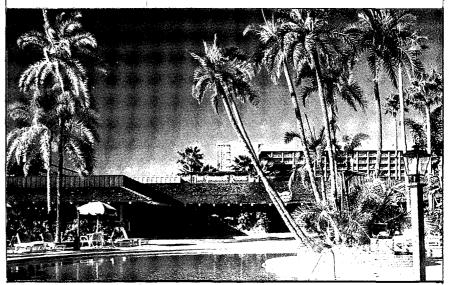
#### **NIRA NEWS**

(continued from page 21)

tion were matched with drivers according to the areas of the city where they lived. As a result of the strike employees at Bankers Life and Casualty have realized the need and usefulness of carpooling and have indicated an interest in setting up a permanent system.

"The spirit of cooperation among employees was wonderful" notes Carrie Hutter of Bankers' Human Resources Department.

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#### Los Angeles

Pacifica Hotel (Culver City)
Carriage Inn (Van Nuys)

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(714) 291-1254 In the San Diego area

A Member of N.I.R.A.

# Order your professional library

☐ Benefit Analysis of the Industrial Recreation Institution A compilation of several papers, first delivered at the 1978 NIRA Conference and Exhibit. Covers the benefits	<ul> <li>□ Who's Who in Business, Industry and Government Employee Recreation</li> <li>The only directory of Certified Industrial Recreation Administrators (CIRA's) and Leaders (CIRL's). 46 pages.</li> </ul>				
of employee programs, accountability within and for quality programs, the development of responsible volunteer leaders and the use of a needs assessment survey. 50 pages. \$5.00.	\$7.50.  How to Organize and Manage Tournaments  Everything you need to know: organizing, publicity, teams, leagues, eliminations, and finals. 36 pages.				
☐ Employee Recreation: Outlook for the Future A comparison of data compiled from surveys of NIRA members in 1974 and 1978. Covers activities, facilities, staff personnel and salaries, budgets, and more. 67 pages. \$5.00.  ☐ Two for one: "Benefit Analysis" and "Outlook"	\$4.00.  Industrial Recreation Bibliography  An annotated bibliography of industrial recreation resources by Robert W. Schoott and Douglas M. Crapo, Ph.D. More than 470 entries. \$3.00.  Standard Sports Areas  Dimensions and specifications for more than 70 sports				
(above). 117 pages \$7.00—save \$3.00.  ☐ <b>Recreation Management Magazine</b> Monthly professional journal for industrial recreation directors, leaders, and program coordinators. The only publication in its field.  ☐ \$10/yr. ☐ \$15/2 yrs. ☐ \$18/3 yrs.	arenas, pools, courts and fields. \$4.00.  The Untapped Potential: Industrial Recreation Illustrated booklet based on a talk by Frank Flick, President of Flick-Reedy Corp. and the first NIRA Employer of the Year. \$3.00.				
Add \$1.00 (U.S.) per year for foreign subscriptions.  Principles of Association Management A basic how-to guide for the association administrator. Published cooperatively by the American Society of Association Executives (ASAE) and the Chamber of Commerce of the United States. Hard cover. 437 pages. \$15 for NIRA members. \$20 for non-members.  Top Management Speaks Nineteen top corporation executives explain why they back industrial recreation and NIRA. Leaders of Ford Motor Company, Goodyear Tire & Rubber Company, U.S. Steel, 3M and other industrial giants provide invaluable support for your programs. \$7.00. Discounts available for orders of 20 or more.  **Postage and handling is included in price of all publications except textbook.	An Introduction to Industrial Recreation: Employee Services and Activities  The first college textbook on employee programs to be published in a generation. An invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hardcover. 236 pages.  Number of copies  \$14.95 per copy  Plus postage and handling** \$1.00 for one copy \$2.50 for 2–5 copies \$4.00 for 6–12 copies \$0.50/copy, more than 12 copies				
NameTitle Company Address	Phone ( )				
	Zip				
Total Enclosed	- -				

Return payment and order form to: National Industrial Recreation Association 20 N. Wacker Dr. • Chicago, IL 60606

# NIRA CALENDAR

Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

**Associated Industrial Recreation Council**/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois, Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

**Columbus Industrial Recreation Association**/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Maxine Throckmorton—(614) 223-8412.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)**/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons—(214) 263-0211, ext. 252.

**Dayton Industrial Athletic Association**/Dayton; Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938

**Houston-Galveston Area Industrial Recreation Council**/ Houston, Texas. Meets on the second Thursday of the month. Contact Nita Davis—(713) 491-5115.

**Industrial Recreation Association of Dayton**/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

**Industrial Recreation Association of Detroit/**Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact Bill DeNeau—(313) 237-7753.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

**Greater Los Angeles Area Industrial Recreation Council/Los** Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 679-4511, ext. 2693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact John Batchelder (617) 357-9500, ext. 3289.

**Milwaukee Industrial Recreation Council**/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

**New York Industrial Recreation Directors Association**/New York, New York. Meetings are held once a month from September through May. Contact Ron Philips—(212) 679-3600.

**Oakland Industrial Recreation Association**/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association**/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2432.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

**San Diego Industrial Recreation Council**/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714)277-6780, ext. 338.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

**Toledo Industrial Recreation and Employees Services Council (TIRES)**/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the second Thursday of the month. Contact Irene Heavey (202) 338-8550, Ext. 551.

\* \* \*

**39th Annual NIRA Conference and Exhibit** will be held May 15–20, 1980 at the Town and Country Hotel, San Diego, CA. To become involved as a Conference planner or to request delegates' and exhibitors' information, contact the NIRA office—(312) 346-7575

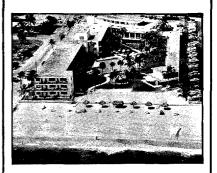
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# **SERVICES & ACTIVITIES**

# **Purpose**

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

## Services and Activities

## RECREATION MANAGEMENT -

Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

**Program Manuals and Information Center** — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

**Periodicals** — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location. Certification Program - NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

**Employment Services** — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

**Intern program.** Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

**Research Foundation, Reports** — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

## Types of Membership

**Organization** — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

**Individual** — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee. Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

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**MAY/JUNE 1980** 

# RECREATION MANAGEMENT

THE JOURNAL OF EMPLOYEE RECREATION, HEALTH AND EDUCATION

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39th Annual NIRA National Conference & Exhibit May 15–20, 1980 San Diego, California

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# What is NIRA?

The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

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# RECREATION MANAGEMENT

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Patrick B. Stinson

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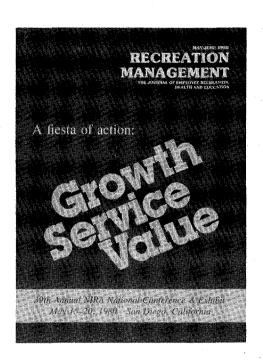
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# IN THIS ISSUE . . .

A Fiesta of Action: Growth, Service and Value. That is the theme of NIRA's 1980 National Conference and Exhibit set for May 15–20 in San Diego, California. On page 9 NIRA Executive Director Patrick B. Stinson discusses the meaning of this year's theme and how the ideals of growth, service and value will be accomplished.

On page 11 Michael T. Brown, CIRA, offers tips on how attendees can get the most out of their experience before, during and after the Conference. Each year's meeting signals the end of one administration and the beginning of another. President-elect A. C. Ward is introduced on page 15 and on page 5, current President Kirt T. Compton reviews his year as the Association's chief executive officer.

A registration form on page 18 is followed by a Conference and Exhibit program outlining this year's events.

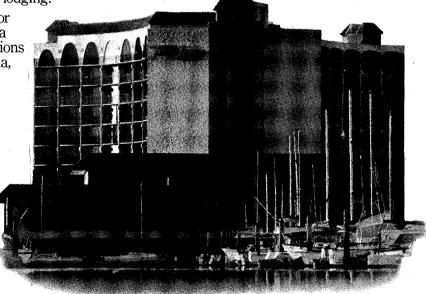
And be sure to see page 22 for "Professionalism" an excerpt from the NIRA textbook "An Introduction to Industrial Recreation: Employee Services and Activities."

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Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.





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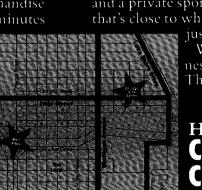
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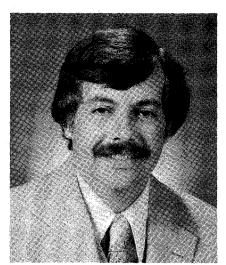
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# The NIRA President would like a word with you

# ... About our past year together



Kirt T. Compton, CIRA Eastman Kodak Company 1979–80 NIRA President

"Awareness and action are our business"—that was the theme during my year as NIRA President. Now in my closing weeks as the President of your professional association, I look back upon what those words have meant and how they may continue to guide this fine organization.

Through this column "The President would like a word with you . . ." I have touched on a number of topics that pertain to our organization: survival, membership, finances, services, suppliers, the small organization member, human resources and continuing education. By addressing these diverse topics, I have endeavored to make you, the membership, more aware of an underlying philosophy of NIRA: teamwork, involvement and cooperation. I've spoken with a number of you by phone, letter or in person. I've attended various regional meetings to

obtain your input on how you would like to see this organization run.

Over the past year, my fellow officers, the board of directors, and the NIRA headquarters staff strived to incorporate your suggestions into the NIRA system. I have seen our board take action on a number of important matters and function with enthusiasm and dedication. I have worked closely and continuously with the NIRA headquarters office in Chicago which provides you throughout the year with membership services.

Just as the activities you run in your companies take the coordinated efforts of each participant to make them successful, it takes the conscientious, coordinated efforts of NIRA officers, directors, staff and members to make our organization totally effective. We as a team must be aware of our goals and objectives and take action accordingly to win the progress we hope to achieve in this fast-growing field of employee recreation and services.

NIRA has made good progress in the last year. Key areas of our financial situation have shown steady growth, especially with the recent dues increase which put us in a more stable economic position. There's been a surge of growth in the development of IRC's with councils in Washington, D.C.; Anchorage, Alaska, and Denver, Colorado. The new IRC's have brought and will continue to bring into NIRA those members we might otherwise have been unable to reach due to budget and staff restrictions. And, we've added a tenth region to our membership with Region 9 now encompassing Latin American countries and Region 10 including areas outside of Latin and North America.

Awareness of employee recreation and services has increased with more stories on NIRA and the field in general appearing in national publications. An increasing number of inquiries coming into our head-quarters office proves we are advancing in this area.

Participation in our tournament programs should continue to escalate in the coming year with the establishment of the new fee schedule which allows any employee of a NIRA company to enter any or all of five NIRA tournaments without additional fees.

And our newest committee—Fitness and Health—has seen an excellent beginning with the development of a fitness brochure, endorsement of National Physical Fitness and Sports Week and continuing efforts toward a working relationship with the American Association of Fitness Directors in Business and Industry.

Our professionalism as a field is becoming more accepted with advances in research and education and the upgrading of certification for Industrial Recreation Administrators and Leaders.

We are moving forward but we musn't rest yet—let us continue to take further action, working together as a team, making others aware of our past progress and our future goals. NIRA—it's our professional association. Be proud of it. Get involved. Together we can make it the best it can be.

Kirt T. Compton

# MOTOROLA'S RECREATION MANUAL AN INDISPENSABLE TOOL FOR PROGRAM PLANNERS

"Organization of Recreation Events," "Budgeting" and "General Administrative Policies" are the titles of the first three sections of the Motorola Corporation's **Recreation Manual**, a primer for Recreation Administrators compiled last year by Motorola's Frank Havlicek, CIRA, Bill Bruce, CIRA, Barry Tripp, Chuck Post and Chuck Placek.

The publication is a loose-leaf volume containing more than 240 pages of detailed practical information on a wide range of employee services and activities. Its design as a three ring binder allows continuous updating, revisions and additions to its contents as well as offering a convenient means for the recreation manager to duplicate appropriate sections for distribution to key personnel.

Other sections of this comprehensive work include such subjects as safety, accidents and insurance; clubs and their administration; and an entire section on organizing picnics including site selection, themes, food service, games, entertainment, transportation, and prizes.

The section entitled "Physical Activity Groups" provides ideas on developing sports activities, sample team entry blanks and rosters, diagrams of common field and court dimensions, sources of official rules for sports activities, and tips on recognition, awards and trophies.

Section VIII, "Special/Social Activities," contains suggestions on

financing such events, plant site activities, off-site family activities and a section on discount ticket sales.

The final section of Motorola's **Recreation Manual** covers service clubs. This portion includes an introduction to service club events, tips on financing them, a programing and planning guide and organizing recognition banquets from site selection and table arrangements to menu planning and entertainment. (For a complete section-by-section listing of the manual's contents see **RECREATION MANAGEMENT** 

Magazine, September, 1979, pages 13–15.)

In a profession such as ours which in many ways is just beginning to expand and develop, it is essential for the professional to learn all he or she can in order to perform the best job possible. Motorola's **Recreation Manual** is one tool that is indispensable for administrators whose goal is just that. Copies of this handy resource guide may be obtained through NIRA headquarters at a cost of \$35 for NIRA members and \$48 for non-members.

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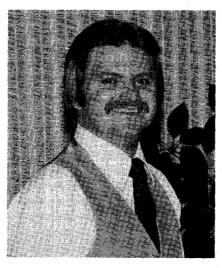
# A Fiesta of Action: Growth, Service and Value

by Patrick B. Stinson Executive Director, NIRA

NIRA's National Conference and Exhibit, that annual springtime event that brings together exhibitors, speakers, and recreation professionals, is upon us once again. This year's theme—A Fiesta of Action: Growth, Service and Value—is a challenge that we as attendees should strive for, meet and surpass. Ours is a young field, in its infancy really, and though NIRA our professional organization, is some 39 years old, it too is young in relation to what lies ahead for us.

Goals and objectives are the basis for progress. Without these we have nothing to work toward, and no way to measure our progress. With this year's theme for our San Diego Conference and Exhibit we've set some challenging goals indeed-growth, service and value. All of these challenges we hope to present and address through our conference sessions and regional meetings. And we hope you as delegates and attendees will also experience the motivation these challenging words prompt through your attendance at the sessions, discussions with exhibitors and exchanges with fellow delegates.

But the challenges presented in the theme of this Conference and Exhibit should not end with the closing moments of this year's meeting.



Take them back with you to your companies and organizations. Let them guide you in your daily tasks as recreation administrators as you plan and administer your employee programs. Let this theme which stands as a challenge for this Conference and Exhibit aid you in setting your goals and objectives, challenging you as a professional in your daily responsibilities.

## **GROWTH**

Growth as an organization can mean many things—increased membership rolls, a higher income from member dues, sales of publications and advertising revenue or perhaps a wider expanse of membership that takes in new countries that will increase our international membership. All of these would be welcome additions to any professional organization. In concrete terms, these are goals that can be easily defined,

measured and evaluated.

More difficult to define and measure is personal growth as a group of professionals united in our aims for progress. How do we want to grow as professionals? What standards, goals and objectives have we set as a group and as individuals in this group to advance our professionalism, improve our programs and offer the best we can to our companies and the people they employ? These are the questions we must ask ourselves. Upon finding their answers, we can begin to work toward reaching our goals and thus reach the growth we hope to achieve. For without this underlying philosophy of personal growth as professionals in our field we can't really hope to achieve the growth we desire as a group or professional association growth which exhibits itself through high membership rolls and a healthy bank statement.

#### **SERVICE**

Our national Conference and Exhibit offers a host of opportunities for delegates, exhibitors, staff and other attendees to both give and receive the services of each other. Conference sessions are an excellent ex-

(continued on following page)

#### A FIESTA OF ACTION . . .

(continued from previous page)

ample of the opportunities attendees have to exchange ideas on programs and problems peculiar to their own particular organizations. It's a chance to both ask for tips on implementing new activities and provide suggestions to others on projects you've administered successfully.

Exhibitors, often NIRA associate members, are outstanding contacts at the annual Conference who will aid you in every way possible to make your programs successful. They work with administrators like yourself everyday and know how to handle problems and implement requests. You can do the exhibitors you work with a service too by following up with them on programs they've helped you with so that they can be even more helpful to you and your colleagues in the future.

Finally, your opportunities to meet with your national officers, directors, and NIRA headquarters staff can prove most invaluable both during the Conference and Exhibit and throughout the year ahead. Matching a name with a face and personality will give you that added advantage of knowing your association leaders just a little bit better and making your professional relationship a little more personal—an invaluable asset when you may need to call upon them in the future.

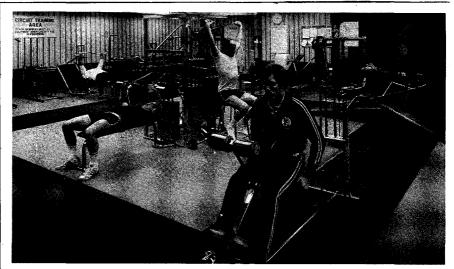
#### **VALUE**

"Value" is another one of those vague ambiguous words that can be as specific or broad as you make it. All of the efforts of NIRA's officers, Board of Directors and headquarters staff have been directed solely toward making this Conference and Exhibit the most valuable one ever to you the attendee. Our speakers and their topics have been chosen with care, a well-rounded program has been designed, and our exhibit portion of this year's meeting may well prove to be the largest and most varied that our association has ever seen. But planning and programming can go only so far-you as a delegate will reap the greatest value from this Conference and Exhibit by your own input and participation.

Get all you can out of this Conference and Exhibit. Join in the discussions, even if yours is a differing opinion. Talk with the exhibitors. Find out what they can do to improve and expand your program. Use their ideas and use their services. Participate in the banquets and social activities to form a closer, more personal alliance with your

colleagues. Then reflect on this experience during the year and apply what you've learned to the problem at hand.

Only by asserting yourself throughout all phases of this year's Conference and Exhibit will you be able to appreciate all that it has to offer—only then will you be able to return to your company feeling that this was truly a professional experience of growth, service and value.



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# **An Opportunity For Progress As A Recreation Professional**

by Michael T. Brown, CIRA

Director of Marketing, NIRA

As a recreation administrator, you have been charged with the responsibilities of administering your company's employee services programs and activities. You don't need to be a seasoned veteran in the field to realize how broad a scope those responsibilities entail. In any profession like ours which is constantly expanding and encompassing new domains, it is essential to be as well-informed as possible to carry out programs most successfully.

As a member of the National Industrial Recreation Association, you have taken that first step in asserting your professionalism as a recreation administrator. Reading RECREATION MANAGEMENT Magazine and other NIRA publications, obtaining your certificate as a CIRA or CIRL, and using the association's headquarters staff to secure advice are good ways of making use of your professional membership. These alone, however, cannot take the place of meeting in person with colleagues in your field from companies across the nation and even in other countries to discuss mutual problems and program possibilities.

Such is the intent of the NIRA's annual National Conference and Exhibit. This is your opportunity to progress as a professional by attending the sessions, meeting with exhibitors and socializing with your peers, to learn all you can about the latest trends in the field of employee services and activities.

# **Prior to the Conference**

Serious preparation before you depart for San Diego will assure that your investment, and your company's, pays off in practical knowledge and professional contacts that will improve your performance in the coming year.

The annual Conference and Exhibit, May 15-20.

offers you the opportunity to accomplish a great deal in a brief period of time. To get the most you can from the experience, you must go armed with your own set of goals and objectives. Know what you want from the Conference before you even register.

You are fortunate if colleagues, whether staff members or volunteers, can attend the Conference with you. A team can cover the many Conference events better than a single individual can. The guidelines below are written with a delegation in mind, but can be adapted for a single attendee. If you must attend the Conference alone, you may want to coordinate your efforts with another delegate from your home area, so that each of you can benefit from the other's observations.

If you bring additional delegates from your organization, choose your group carefully. Attendance at the Conference should be an investment in the future of your program, not a reward for past involvement. Within the political realities of your organization, choose those people whose attendance will best serve the entire recreation association. You may decide to bring your superior or members of your staff. Outstanding volunteers, especially members of your association board, can also be valuable assets to a Conference delegation.

# **Meeting With Your Delegation**

Prepare yourself and your delegation with two meetings prior to the Conference. In your first meeting, give your delegation a general introduction to NIRA and explain what will happen at the Conference. If you are a first-time delegate yourself, call a fellow member or the NIRA office for any information you need.

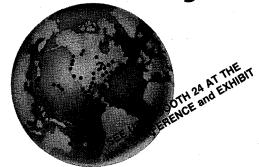
Also at your first meeting, discuss various travel alternatives. Agree upon your room arrangements at the

(continued on following page)

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## AN OPPORTUNITY FOR PROGRESS

(continued from previous page)

Town & Country Hotel and determine whether you will need a rental car for the six days in San Diego. Review your estimated expenses and make arrangements for travel allowances. Make certain that everyone in your group understands the importance of keeping a complete and accurate travel expense record, in line with your organization's policy.

Once the mechanics of the trip are settled, consider specific goals and objectives for the Conference & Exhibit. Gather questions for which you hope to find answers in San Diego. Perhaps your organization needs new ideas on increasing participation, generating funds or reducing liability risks. All recreation programs have problems. Define these general areas within your context and ask each member of your group to determine the specific questions that will help you gather useful information at the Conference. Before your next meeting, prepare a list of goals and objectives and have a copy ready for every delegate.

At your second meeting, review the mechanics of the trip to San Diego. Confirm your travel and accommodation details. Distribute tickets and travel advances and make certain that everyone understands expense reporting procedures. Discuss your goals and objectives and stress the importance of finding answers to your questions. If possible, make each delegate responsible for researching particular questions at the Conference.

# **During the Conference**

Once you reach San Diego, meet with your delegation, before the Conference begins. Review the program in light of your goals. Determine who will attend which educational sessions. It is especially important to coordinate attendance for concurrent sessions so that you can compare and exchange notes later. Fortunately, recordings of all major sessions will be available for purchase so that delegates may supplement their own notes with information from sessions they cannot personally attend. If you attend the Conference alone, mark those sessions which will be most beneficial to you. Whenever possible, arrange to exchange notes with delegates who attend sessions you must miss.

Make sure your delegates visit the Exhibit hall. It's a valuable source of programming ideas. Several Exhibit sessions throughout the Conference will allow you ample time to meet every exhibitor, even if you attend the meeting alone. Collect all the information you can about every supplier. Some exhibits may seem outside your organization's current interests, but learn about them anyway, since you may be able to use their services in the future. Take a positive attitude toward what they have to offer. Ask yourself how you can include their products and services in your program rather than ruling them out altogether.

Describe your organization to the exhibitors and find out how their product or service can benefit your employee group. Many suppliers offer flexible programs which can be adapted to your unique circumstances.

Stress to your delegates the vital importance of meeting as many people as possible during your Conference days in San Diego. Use mealtimes, breaks between sessions and evening social hours to meet recreation directors from a wide variety of organizations. These informal times offer a great opportunity to discuss program ideas, find answers to your questions and meet friends who may be able to provide advice and assistance in the future. Often these informal social contacts reinforce valuable professional relationships. And don't forget to bring your business cards. Exchange them with speakers, exhibitors and fellow delegates so they will remember you and you can contact them in the future should you need their services or advice. Keep the business cards you collect in a well-organized file with Conference materials. Months, or even years, later, you will be able to contact an individual who mentioned a program or idea you may want to try. With a continuing Conference reference file that includes names, addresses and telephone numbers, you can easily contact your "contact" and continue your education at the moment when you can really apply it.

Schedule one or two informal meetings during the Conference with your delegation to discuss the program and review your goals. Keep in touch with each member of your delegation or the delegates from your home area. Make it a point, however, to meet new people. If you are a new member or first-time delegate, introduce yourself to members of the NIRA staff and Board of Directors. Part of their job is to help you meet other members and make the most of your Conference experience.

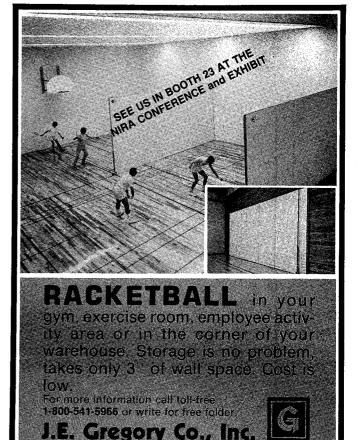
Before you leave San Diego, schedule a review meeting with your delegation. Hold it within a week of your return, while memories of the Conference (as well as your notes) are still fresh.

## **After the Conference**

At your post-Conference meeting, evaluate your experience. Organize your new-found information according to your goals and objectives. Complete and review all travel expense reports.

Write a report on your Conference experience, emphasizing the practical application of what you and your group have learned. Circulate it to your recreation association's board of directors and any corporate executives who have an official interest in the recreation program.

Learn all you can in San Diego—attend the sessions, visit the exhibit booths and meet your professional peers. This experience is one of the most educational and enjoyable benefits that your NIRA membership can offer.

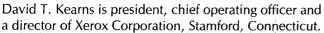


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RM, May/June, 1980



Kearns joined Xerox in July 1971 as a corporate vice president. Later that year, he was named a senior vice president in charge of marketing for the company's copier/duplicator group and, in 1972, became a group vice president and president of that group. He was named a group vice president, international operations, in 1976 and became an executive vice president in January 1977. He became president and chief operating officer in August 1977.

Kearns is a director of Rank Xerox Limited, Fuji Xerox Co., Ltd., and Lincoln First Banks. He is chairman of the board of trustees of the University of Rochester, Rochester, N.Y., and a trustee of The Stamford Hospital, Stamford, Conn.

Prior to joining Xerox, he was a vice president in the data processing division of International Business Machines Corporation.

Kearns is chairman of the national board of directors, Junior Achievement and chairman of the U.S. Council for the International Year of Disabled Persons—1981. He is a member of the board of directors, Time Incorporated; National Urban League; a member of the board of visitors, Graduate School of Business Administration, Duke University; and a member of the Advisory Council of the Graduate School of Business, Stanford University, Stanford, California. He is also a member of the board of trustees, Institute of Aerobics Research.

Born Aug. 11, 1930, in Rochester, N.Y., Kearns was graduated from the University of Rochester in 1952 with a degree in business administration. Later he served in the United States Navy.

He and his wife, the former Shirley Cox, are the parents of six children: Katherine, Elizabeth, Anne, Susan, David T. Jr., and Andrew.

# Xerox Corporation's CEO Named 1980 Employer of the Year

Winner of NIRA's 1980 Employer of the Year Award is David T. Kearns, chief operating officer and director of Xerox Corporation, Stamford, Connecticut. The award honors his outstanding contribution to an effective employee services and recreation program.

A long-time supporter of employee recreation, Kearns has done much to enhance the recreational opportunities for Xerox employees.

In 1979 two new fitness laboratories were opened up to employees—one at corporate headquarters in Stamford, Connecticut, and the second in Greenwich, Connecticut for all Xerox employees including its senior executives. The construction of this facility resulted in the addition of professional staff personnel to operate the facilities.

A new outdoor fitness and recreation facility was also built during the past year in El Segundo, California for the enjoyment of Xerox employees thanks to Kearns' continued support.

In June, ground was broken in Webster, New York, for a new facility which, when completed, will include a double gym, an indoor running track, racquetball and handball courts, locker and shower facilities, conference and club rooms, a darkroom for photography buffs, a radio club equipment room and a full physical fitness area with treadmills, exercycles and eight stations of Nautilus fitness equipment.

The addition of this latest facility to The Xerox Corporation's employee fitness system in Monroe County, New York will allow the corporation to serve the fitness and recreation needs of twice the number of employees it has in the past.

Also noteworthy is Xerox' innovative Health Management Program. Conceived in September, 1978 and in operation since January of this year, it is a self-testing, self-evaluation health management program offered to all Xerox employees at the corporation's nine physical fitness centers throughout the U.S.

Kearns' support of and belief in the importance of physical fitness extends beyond the construction of new facilities, however. His own personal commitment to fitness has set the standard not only for corporate executives but for employees throughout Xerox corporation. This was best exemplified when he ran in the 1978 New York City marathon.

An avid fitness buff, he continues to train regularly—an affirmation of his personal belief that physical fitness is essential to the individual's good health and personal fulfillment as well as to the success of the individual's employer.

# n Cancer Society than employees thank you. ir families thank you.

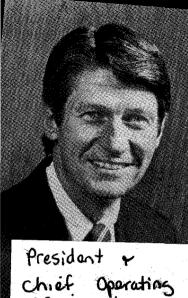
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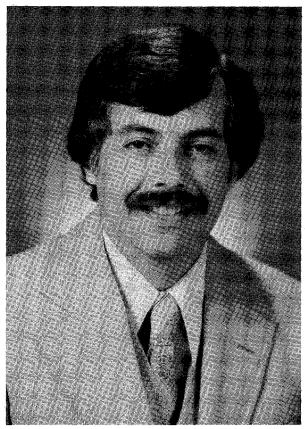


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Officer, Kerox
Corporation
David T. Keans
I We're certain the
The financial

investment in these programs is fully justified in turns of increased

productivity and morale

# TRANSITION IN LEADERSHIP



Kirt T. Compton, CIRA Eastman Kodak Company 1979–80 NIRA President

Kirt T. Compton, Executive Secretary of the Kodak Park Activities Association, became NIRA President in May 1979 during our 38th Annual Conference & Exhibit in Rochester, New York.

Compton holds degrees in (AAS) Recreation from Monroe Community College, Rochester; (AAS) Business from Rochester Institute of Technology in Rochester; and (BS) Personnel Management from Rochester Institute of Technology.

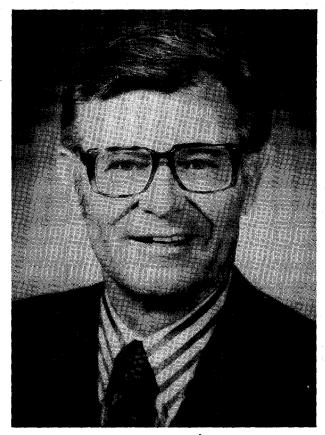
He is past chairman of the Rochester Industrial Management Council (Sports and Recreation Group), and is a member of the Advisory Board at Monroe Community College, for the recreational degree curriculum.

Compton has been a member of NIRA for 11 years. A Certified Industrial Recreation Administrator, he has been a Director of NIRA since 1974, and was Vice Chairman for Regional Management from 1975 through 1977.

He has served on a number of NIRA committees and was Program Chairman for the 197 NIRA Conference and Exhibit.

Honors include the 1977 NIRA/Citizens Savings Award and the 1979 Monroe Community College Distinguished Alumnus Award. He also made significant contributions to the NIRA textbook "An Introduction to Industrial Recreation."

Compton and his wife Patricia have four children: Tracey, Torrie, Scott and Jodie.



A. C. Ward Owens-Corning Fiberglas Corporation 1980–81 NIRA President

A. C. (Al) Ward, Manager of Personnel Services for Owens-Corning Fiberglass Corporation, Toledo, Ohio, will become President of the National Industrial Recreation Association at our 39th annual Conference and Exhibit in San Diego, California this month.

Prior to being named NIRA's President-Elect at last year's Conference and Exhibit in Rochester, New York, Ward has been serving as Vice President for Regional Management. He holds a Doctor of Law degree from the University of Michigan and a Bachelor of Arts degree in Government from the University of Miami, Oxford, Ohio.

He has been a member of NIRA since 1972 and has been a member of its Board since 1975 serving on Public Relations, Tournaments and Services, and the Nominations and Elections committees.

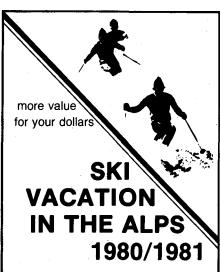
Currently, Ward holds memberships in the Toledo Personnel Management Association, the Employer's Association of Toledo, the Administrative Management Society, and the National Recreation and Park Association. He served as an instructor for the Dale Carnegie Course for five years.

He and his wife Barbara are the parents of two children.

# NIRA NEWS

# Regions III, V, and VIII Plan Combined Conference

Representatives of Regions III, V and VIII recently met with NIRA President Kirt Compton, Executive Director, Patrick Stinson and NIRA Board members Elizabeth Burchard, Frank Havlicek, Gene Miller and Dick Wilsman to discuss plans for a combined fall regional conference. The multi-regional event is scheduled to be held October 3–5 in the Chicago/Milwaukee area immediately following the NIRA Board of Directors fall meeting. (See photo.)



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Bill O'Keefe, Falk Corporation, and president of the Milwaukee Industrial Recreation Council, Milwaukee, Wisconsin, addressed the MIRC membership at its March meeting. Also in attendance were NIRA Board Members (seated, L to R), Dick Wilsman of Johnson Wax, Racine, Wisconsin; Elizabeth Burchard, Northwestern Bell, Omaha, Nebraska; NIRA President, Kirt Compton of Eastman Kodak, Rochester, New York, and Patrick Stinson, NIRA Executive Director, Chicago, Illinois. Earlier that day, those shown participated in a meeting to discuss the combined fall conference for Regions III, V and VIII.

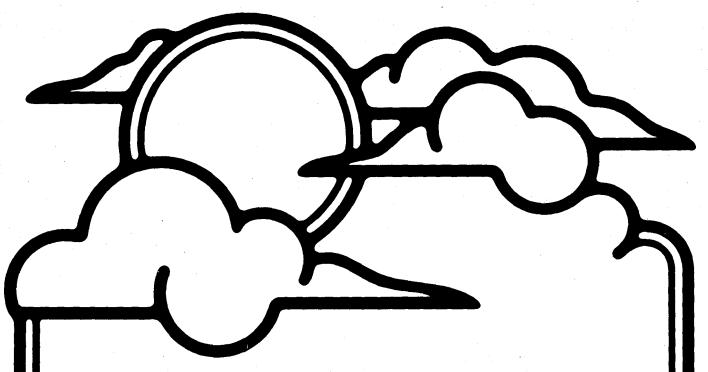
# Denver Metro IRC In Organizational Stage

Board members Fritz Brennecke of the Adolph Coors Company, Golden, Colorado, Dan O'Reilly of Storage Technology, Louisville, Colorado and Leroy Hollins of Martin Marietta, Denver, met with NIRA executive Director Patrick Stinson in March to discuss the formation of the new Denver Metro Industrial Recreation Council. The three Colorado NIRA members have been instrumental in revitalizing the Denver Metro IRC.

Nearly 100 representatives of some 50 companies in the Denver Metropolitan area attended the initial

organizational meeting showing a strong enthusiasm for the proposed organization. Further details about the new IRC will appear in *RECRE-ATION MANAGEMENT* at a later date.

# **Waltz Resigns Post At Cummins**



# **National Industrial Recreation Association**

39th Annual Conference and Exhibit

Town & Country Hotel San Diego, California May 15–20, 1980

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# --CUT OUT AND RETURN TO NIRA --

# Registration

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# **Registration Packages**

(Fee includes group meals and social functions)

## —IMPORTANT— CIRCLE YOUR CATEGORY

	Prior to April 1, 1980	After April 1, 1980	
Delegate—NIRA member	\$140.00	\$150.00	
Non-member delegate		\$165.00 \$210.00	
Commercial attendees not exhibiting	\$285.00	\$295.00	
All Spouses		\$ 85.00 \$ 80.00	
Children		\$ 75.00	

# **Policies**

Include your check made payable to the National Industrial Recreation Association. No registration accepted without payment in advance. Registration can be accepted in San Diego at some inconvenience to you.

Mail registration and checks to: NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606.

Cancellation Policy . . . Full registration will be refunded if cancellation notice is received postmarked no later than May 2, 1980. After this date, full refund cannot be guaranteed. No refunds will be made unless request is filed before June 20, 1980.



# 1980 National **Conference & Exhibit** May 15-20, 1980 San Diego, California

A Fiesta of Action: Growth, Service and Value

# PROGRAM AT A GLANCE

THU	IKSL	PΑΥ,	MAY	15
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8:00 AM

8:00 AM- 2:30 PM

2:30 PM- 3:30 PM

2:30 PM- 4:30 PM (SP) 3:30 PM- 4:30 PM

3:45 PM- 4:45 PM

6:00 PM- 9:00 PM

Registration

**Tournaments** 

Speakers, Chairmen, Vice Chairmen Orientation Session

Spouses Welcome Reception

First-Timers Session

NIRA Junior Directors Meeting for Election Procedures Conference Opening Banquet

#### FRIDAY, MAY 16

8:30 AM- 9:15 AM (SP) 8:30 AM-10:45 AM

(SP) 9:30 AM- 4:00 PM 11:00 AM-11:45 AM

> Noon- 1:30 PM 1:45 AM- 2:45 PM

3:00 PM- 4:00 PM 5:00 PM- 7:00 PM 8:00 PM

Hospitality Room Open

Regional Breakfasts

Tour of Old Town, Seaport Village and Harbor Cruise Keynote Address: "Employe Recreation's Role in the

Personnel Administration's Profession"

Poolside Luncheon

Concurrent Sessions:

(A) "Legislation & Liability (Agreements & Contracts)"

(B) "Recreation Programming"

General Educational Session

Exhibit Hall Grand Opening

Dinner/Entertainment

(Continued on following page)

SAT	URDAY, MAY 17	
(SP)	8:30 AM-10:30 AM	Hospitality Room Open
(01)	9:00 AM-10:00 AM	General Session:
		"Physical Fitness/Health Maintenance"
	10:00 AM-11:00 AM	General Session:
		"NOVA's Physical Fitness Program"
	11:30 AM	Busses Depart for Convair Recreation Association (CRA)
	12:00 PM- 4:00 PM	CRA Facility Tour/Lunch/Tournaments Awards Presentation
	4:00 PM	Busses Depart for Hotel
	6:00 PM- 9:00 PM	Exhibit Hall Open
	9:00 PM	Evening on Your Own
SUN	NDAY, MAY 18	
	7:00 AM	Fun Run
(SP)	8:00 AM- 9:00 AM	Continental Breakfast with NIRA First Lady, Patty Compton
	8:00 AM-10:00 AM	CIRA/CIRL Breakfast
(SP)	9:00 AM-11:00 AM	Creative Craft Workshop
	10:00 AM-11:00 AM	Concurrent Sessions:
		(A) "Facilities"
		(B) "Revenues/Fund Raising
	11:00 AM- 1:30 PM	Exhibit Hall Open/Deli Luncheon
(SP)	1:30 PM	Free for shopping
	1:45 PM- 3:30 PM	NIRA Annual Meeting/Election of Officers
	4:00 PM- 4:45 PM	General Educational Session
	5:30 PM	Busses depart for Sea World
MO	NDAY, MAY 19	
7410	8:30 AM-10:30 PM	Exhibit Hall Open/Exhibitors' Door Prize Drawings
(SP)	9:30 AM- 3:30 PM	City tour, lunch at Balboa Park, bus tour of San Diego Zoo
(31)	10:45 AM-11:45 AM	Concurrent Sessions:
	10,10 (111 11110 (1111	(A) "Retiree Programs"
		(B) "Travel Programs"
	12:00 PM- 2:00 PM	Management Luncheon
	2:30 PM_ 3:30 PM	Concurrent Sessions:

2:30 PM- 3:30 PM

3:45 PM- 4:45 PM

Concurrent Sessions:

(A) "Employee Associations vs. Company Recreation"

(B) "Volunteers"

Concurrent Sessions:

(A) "Communications and Public Relations"

(B) "Camping and Family Outings"

8:00 PM

Presidents' Ball/Dinner and Dancing

TUESDAY, MAY 20 9:00 AM-10:00 AM

General Session:

"Operation Life Style: A Fitness Program for Now and the 1980's"

**10:00 AM–11:00 AM** General Session

"NIRA Name Change—The Pros and Cons"

See program in registration packets and daily newsletter for last minute schedule changes.

(SP) Events planned specifically for registered spouses. Spouses are invited and encouraged to attend all of the professional development educational sessions as well as all of the special events.

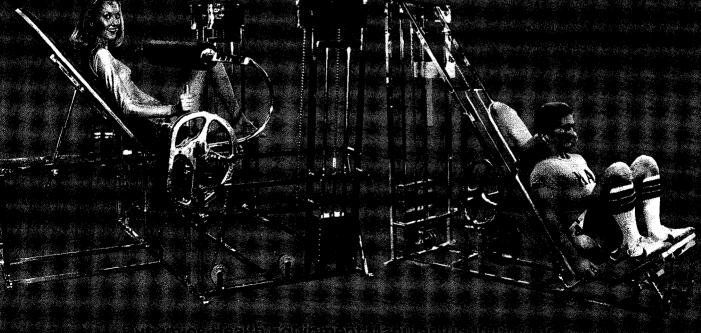
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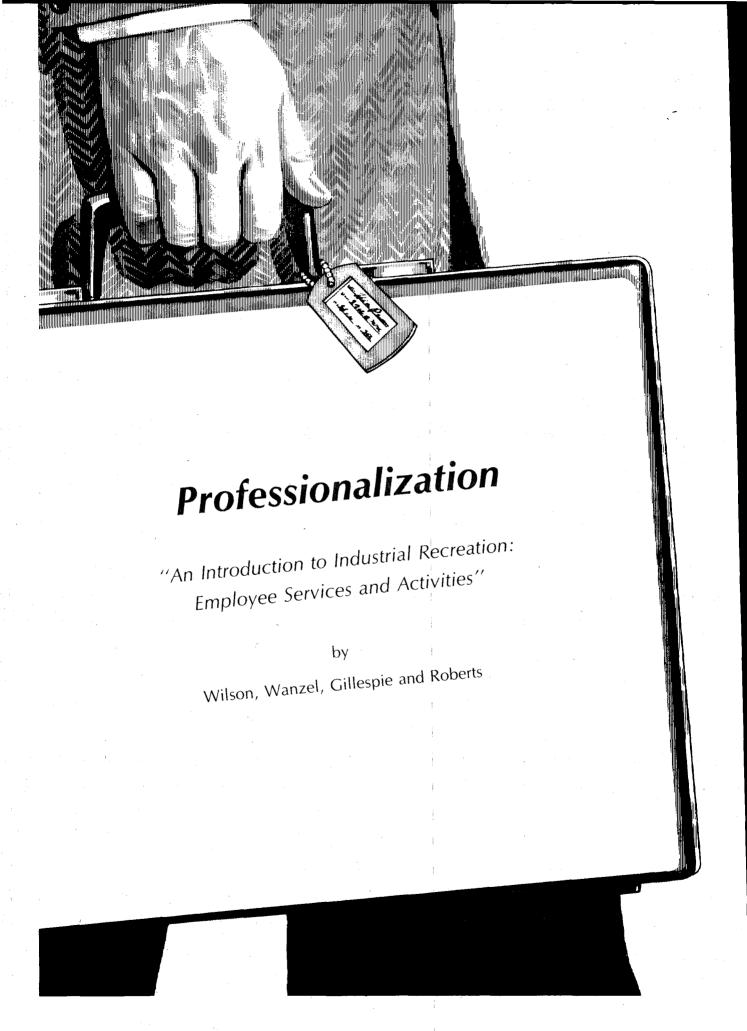
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# "... Recreation today is devoted to the whole person and the enrichment of individual and community life ..."

The professionalization of Industrial Recreation is of great importance to the future of our field and to all those affected by it. That includes students who see a future in it for themselves, present practitioners, and industrial leaders who recognize its potential. The subject is difficult because the word professional has a variety of meanings in use. Sometimes professional merely means paid as opposed to volunteer or amateur.

The term professional becomes more meaningful and useful if we limit it to those persons who conform to the standards of a profession. This does not completely eliminate confusion because the professions are not sharply distinguished from other occupations. Further clarification emerges if we limit professions to those occupations which provide highly specialized, intellectual services. Yet that does not resolve all the difficulty.

The number of highly specialized, intellectual occupations is increasing as new fields of intellectual endeavor develop in response to the increasingly scientific and sophisticated technology of the world in which we live. Such fields may most often be identified by the extensive courses of training which are prerequisite for employment in those fields. Yet educational requirements do not of themselves define a professional occupation.

At one time there were only the three learned professions: theology, law, and medicine. Today there are in the neighborhood of ten times that number of fields of specialized and extensive learning, and it is likely that no two persons would be in complete agreement as to which of them constitute a profession. In terms of public recognition as a profession, perhaps a dozen and a half new occupations have clearly arrived; but there are at least that many more in the process of development and striving for public acceptance and recognition. Among these latter is Industrial Recreation Administration.

How far industrial recreation has come along the path of public recognition and acceptance as a profession may best be judged against the background of the highest attributes of professional occupations. There are six generally accepted characteristics of professions:

- 1. There is a standard of success related more to the service of society than to personal gain. This does not suggest that the motive of personal gain is absent. It means that professionals do not consider their careers successful unless they have made a significant contribution to the general social welfare. One of the clearest indicators of professionalism is the willingness, even the compulsion to forego personal ease, personal pleasure, and personal welfare to the needs of others in the practice of the profession.
- 2. There is a body of erudite, specialized knowledge which is essential to the occupation. Thus formal study at an advanced level is essential to a profession. In the beginning there had to be a small number of gifted leaders dedicated to inquiry, learning, and progress based upon experience and experimentation. Once fully established, the only access to a profession is formal study. It is true that, here and there, a few gifted individuals might be self-taught and possess the necessary body of specialized knowledge; but the problem is that there is no way of identifying those individuals or of evaluating the depth of their specialized knowledge. As a practical matter, then the only avenue to a profession must be formal study.
- 3. There is a recognized set of attitudes and ethical standards for the application of the specialized knowledge. These attitudes and ethical standards are, in a sense, a professional conscience—personal/professional values and commitments akin to the Hippocratic Oath in the profession of medicine.
- 4. There is an emphasis upon lifelong growth in knowledge, skills, and in the ability to be of service. The professional is always striving for improvement, alert to change, and receptive to new professional discoveries.

(continued on following page)



**Professionalization . . .** (continued from previous page)

- 5. There is an association of practitioners. That association is dedicated to the advance of the profession, the welfare of the public as it is affected by the profession, and to the maintenance of professional standards.
- 6. There are standards that govern admission to the practice of the profession. These constitute a means of identifying those who are qualified in terms of the specialized knowledge, the essential skills, and all the other criteria of professionalism. Such standards have to be developed by the profession itself, though. Through professional practices acts, the State may regulate the right to practice. Government licensure of practitioners is not, however, an indication of professionalism of itself since many state and local governments regulate and issue licenses of many trades not even remotely professional.

#### **Industrial Recreation as a Profession**

Based upon what are considered long-established professions, it is obvious that Industrial Recreation Administration has come a long way, but has some distance to go before it achieves public recognition as a profession. We are not speaking of individuals; for, among the current industrial recreation administrators, there are many who meet all the criteria of professionalism. Yet some do not, and that is a problem. Another

serious problem is that the public in general does not recognize the professionalism of those individuals who are true professionals. The ultimate goal which must be achieved—and will be—is widespread public recognition of Industrial Recreation Administration as a profession. Before pursuing that topic further, it may be worthwhile to consider the situation in respect to recreation as a profession.

#### Recreation as a Profession

Though there have been gains in recent years, the field of recreation as a genre has not yet achieved widespread recognition as a serious, respectable, and professional field of employment. In recent years a great many colleges and universities have added departments of recreation or have combined recreation with existing departments. In the academic world, recreation is coming to be recognized as a special professional field. Yet most of the public at large still conceives recreation as only fun and games or athletics. Probably the majority of laymen still suppose that anyone engaged in recreation as an occupation is an athletic coach, as, indeed, most of them were only a decade or so ago. The field of recreation does include coaches, of course, but it also includes a great many others who are neither qualified for nor interested in coaching as a career.

Apparently we have reached the stage where at least the better educated and informed public understands that recreation also includes aesthetic, cultural, and educational experiences and growth. Some know that recreation today is devoted to the development of the whole person and the enrichment of individual and community life. To that extent we may say that there is limited public recognition of recreation as a profession, though even that is not of much help to the specialized field of industrial recreation.

#### The Uniqueness of Industrial Recreation

The field of industrial recreation is almost unrecognized even in academia. College professors in general have almost no idea of what it is. Even among those professors teaching the field of recreation, relatively few know what industrial recreation is (most of them suppose that it is recreation in an industrial setting). What is worse, some of those presently earning their living in the field of industrial recreation are not very clear as to what is so unique about it.

#### The Enlightened

And who are the enlightened ones? They include a great and growing number of dedicated and progressive industrial recreation administrators and a significant and growing number of business and industrial leaders who recognize the potential of industrial recreation.

The enlightened ones see the field of industrial recreation as recreation in its broadest sense plus a great number of other activities and services provided for the employees of participating businesses and industries. The leaders in the field of industrial recreation sense the

partnership of industrial recreation and the sponsoring company. They see it contributing to the goals and obiectives of the company in the interest of society. They and the industrial leaders of the kind represented in Top Management Speaks see industrial recreation as going hand-in-hand with the growing acceptance of the social responsibility of business. They see it as a unifying force between business, labor, and the social community. They see it as a program which emphasizes a nonadversarial relationship between employee and employer on the one hand and which contributes to the welfare of both and to the community at large. No one expects industrial recreation to bring about millenium, but the enlightened believers see that industrial recreation is a program of social significance.

#### **Milestones Toward Professionalism**

The professionalization of any occupational field takes years and requires the unremitting effort of those leaders with vision who are true professionals before their time. Industrial recreation has its roots in the nineteenth century, but it did not acquire anything like its present form and substance until far into this century. For a long time, no one appears to have thought of it as a full-time occupational field, much less consider it as a profession. We would date the visible beginnings of the desire and efforts to professionalize Industrial Recreation Administration at 1938, more than four decades ago.



We cannot know when the concept of professionalization came into the mind of one man and was discussed with others who became caught up in the enthusiasm and became part of the effort. We cannot know of the countless discussions of small groups of leaders nor of all the developments which contributed toward the professionalization of Industrial Recreation Administration. We can identify bench marks when the ongoing efforts became visible through significant developments. These milestones we do note, though it must be remembered that during all the intervening years the field of industrial recreation was gradually changing and the slow progress toward professionalization was taking place. Let us look at the visible milestones.

#### 1938

Purdue University, under the leadership and direction of Professor Floyd R. Eastwood, established a special program for the education of industrial recreation administrators. Thus, at least Eastwood and some others. recognized that the administration of industrial recreation encompasses a body of specialized and erudite knowledge, one of the important criteria of professionalism. Like many another visionary, however, Eastwood was too far out in front of his contemporaries. At that time, not enough industrial leaders or employees interested in industrial recreation understood as did East-

(continued on following page)



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## Professionalization . . .

(continued from page 25)

wood that there was the specialized body of knowledge for Industrial Recreation Administration. Hence there were not enough jobs available for the students who did come into the Purdue program. As a consequence, the number of students in the program dwindled until it was no longer feasible for the program to be offered. The first effort toward professionalism in the field was aborted, but not before much preliminary research had been done by Eastwood's students. Undoubtedly the original Purdue program measurably advanced the professionalism of the field.

#### 1941

A few farsighted leaders, notably influenced by Floyd Eastwood and financially supported by some half-dozen industries, met and formed the Recreation Association for American Industry with Floyd Eastwood as its first president. With only a change of name—to the National Industrial Recreation Association—that association proved to be permanent, thus fulfilling another of the six criteria for professionalism.

#### 1955

The first textbook for Industrial Recreation was published by the McGraw Hill Book Company, Inc. Written by Dr. Jackson M. Anderson, formerly a professor at Purdue University and then Director of Research for



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NIRA, it provided further evidence of the existence of a field of specialized knowledge. That book which will always be a landmark: Industrial Recreation: A Guide to Its Organization and Administration, was excellently written. Incorporating much of the research done by graduate students in the Industrial Recreation program at Purdue, Anderson's book was the authority in industrial recreation until time gradually eroded its relevance. The fact that this excellent book was never revised is probably because like the Purdue University Industrial Recreation Program, it was ahead of its time. The professionalization of Industrial Recreation Administration—to which it made a significant contribution—still had not made sufficient progress. There were not then sufficient students of industrial recreation to make a revision and a new publication economically feasible.

The chief difference between this book and Professor Anderson's excellent first text is not a matter of timeliness. Dr. Anderson's book intended to, and to a remarkable extend did, summarize virtually all that was known about the field of industrial recreation. In the intervening quarter of a century, the field of industrial recreation and the specialized knowledge about it has grown so voluminously that it is no longer feasible to consider summarizing all about it in one volume. Rather than including the field in its entirety, as Professor Anderson ably did, this book is intended to serve only as an introduction to the field. Other textbooks will be written for special courses in Industrial Recreation Administration, Industrial Recreation Supervision, and so on.

#### 1958

NIRA began publication of *RECREATION MAN-AGEMENT* magazine. This publication represents a tremendous accelleration of the growth of professionalism. From its very beginning, it has served as the chief instrument for the professional growth and continuing education of industrial recreation administrators. *RECRE-ATION MANAGEMENT* today, however, is a far cry from what it was in 1958. Anyone interested in the evidence of the gradual evolution of industrial recreation and its progress toward professionalism should review past editions of *RECREATION MANAGEMENT*.

## 1961

NIRA established a Certificate Program. That program has served as the needed means of identifying industrial recreation administrators who have the qualifications entitling them to be considered professionals. A Certified Industrial Recreation Administrator (CIRA) has passed a written examination and has (1) five years' experience as a recreation administrator or supervisor with a minimum of one year in employee recreation, or (2) has a baccalaureate degree in Industrial Recreation or a related field and one year's experience in employee recreation, or (3) a baccalaureate degree and three years' experience in employee recreation. Thus was established another of the criteria of professionalism.

#### 1966

This year marked the conclusion of an extended, scholarly, and scientifically sound research project to discover the principles of industrial recreation in the United States. This was the doctoral dissertation of Donald E. Hawkins, Ed.D., New York University, 1967.

Earlier and better known principles exist but they are of much less interest for several reasons. They are dated, much less well researched and documented and, apparently, not validated at all. Of these, the two best known are: (1) G. Herbert Duggins and Floyd R. Eastwood: "Planning Industrial Recreation," published master's study, Purdue University, Lafeyette, Indiana, 1941; and (2) Chapter 4, "Recommended Principles and Policies," of Jackson M. Anderson's textbook.

#### 1969

The Xerox Corporation's industrial recreation program, under the direction of William B. DeCarlo, CIRA, developed minimum requirements for industrial recreation staff standards. These requirements ranged from a degree in recreation and one year of experience to a master's degree and eight years' experience.<sup>3</sup>

This development was of great importance to the field of industrial recreation and its professionalization. Some other large programs have done likewise. When the practice becomes universal, we will know that full public recognition of the professionalism of Industrial Recreation Administration has arrived.

Although progress toward professionalism has probably been underway every year since its beginning, there was a notable and exciting splurge of renewed interest in professionalism in 1971 and 1972 as witnessed by events and the articles appearing in RECREATION MANAGEMENT.

#### 1971

Fittingly the renewed assault upon the objective of public recognition of professionalism may have been inspired by an industrial leader. Robert W. Galvin, President of Motorola Corporation, made the keynote address at the NIRA national convention of 1971. In the course of his remarks, he made one especially prescient statement:

In my estimation, industrial recreation is the newest profession [emphasis added] in our industrial society. . . . Although organized recreation went back to the very founding of this country, it is somewhat ironical that it was only a few years ago that this type of formal activity became recognized in industrial society. It is not without reason, therefore, that maybe we've only written the first chapters of what you can accomplish for American industry.<sup>4</sup>

It is probably not coincidental that three of the leading industrial recreation professionals, all of whom were almost certainly present when Galvin made his speech, collaborated on an article of professionalism for the

November-December, 1971, edition of *RECREATION MANAGEMENT*. Among the excellent points made by that article, "Professionalism in the '70s," one dealt with the need for higher educational achievement:

An extended education as a prerequisite for professionalism appears to head the list of desirable qualifications. Coupled with this education should be the enthusiasm and zeal necessary to continue to learn and practice the profession to the highest degree, thus culminating that which sets the professional apart from all others.<sup>5</sup>

In that same issue of RECREATION MANAGEMENT, another article was "Professionalizing Industrial Recreation" by Ewen L. Bryden, Ph.D., CIRA, Professor of Recreation at Eastern Illinois University. It emphasized the need for:

- 1. stronger professional certification standards,
- 2. the development of program objectives, and
- 3. student internships.

Still a third article on professionalization in that issue was written by Mel Byers, CIRA, long one of the prime movers for greater professionalization. He stressed the need for breadth of academic preparation for the role of industrial recreation leader:

The recreation administrator of the future must be well qualified in many areas. He will have to be familiar with psychology, promotion, journalism, personnel administration, recreation, employee services, accounting, selling, public speaking, marketing, labor relations, and business administration.

(continued on page 37)



# **IDEAS CLINIC**



Melvin C. Byers, CIRA NIRA Consultant

"How are special interest clubs created and organized?"

Special interest clubs or groups are classified the same as special interest leagues or teams. All are under the special interest activities category. These clubs usually are divided into four groups—cultural, educational, social, and hobby. Some have elements of two or more of these areas but they are most often stronger in one area than another. When this occurs, they are placed in their more dominant area of the special interest clubs categories. A stamp club may be considered educational, hobby, and social, but it is more likely to be classified as a hobby special interest group. Most special interest clubs are formed when five or more employees acting as a steering committee seek assistance in setting up a separate special interest club group for their fellow employees. Either the company employee services of the personnel department or the employee recreation association acts as the parent sponsor and gives assistance in obtaining facilities, initial operating funds, instruction, and guidance.

Once the steering committee obtains all the necessary information and has been assured assistance in organizing the club plus furnishing such initial finances to get it started, solicitation for membership can take place. Through the parent organization, either company or employee association, a promotional campaign for members is launched. The promotion is the key factor in the club's success in the beginning. It should be as carefully and as professionally done as possible. It should be attractive, enticing, and informative and use as much publicity media as can be obtained with the money allocated. Bulletin boards, P.A. system, direct letters to the home, desk-to-desk flyers, registration card mailbacks, invitational meetings, signs, plant and office newsletters, in-company newspapers and consideration given a membership recruitment awards program or contest may be used.

The real driving force of any special interest group rests with the originator or leader. We have often said it takes a "real nut" for the particular interest to have the drive necessary for forming a special interest group. Likened to the wheel of a wagon that turns on an axle so as to move forward, it stays on course only because of the "nut" holding the wheel, be it the one in the driver's seat or the one on the axle holding the wheel itself. Therefore, make sure the leader is one that has a strong interest in the objectives and benefits of the club.

Although we would like to see 15 or more people ready to form a club, we have found that with a strong leader, it can be started with as few as four or five employees. Some of the largest groups we have observed started with one or two highly interested employees who were able to rapidly recruit many followers in a short space of time.

Once the steering committee and its leader or chairperson have received enough members (15 or more) to hold a meeting, a constitution and a set of bylaws are discussed, written, reviewed, and acted upon. Once approved, an election of officers takes place in accordance with the constitution and bylaws. Leagues are formed much the same with more or fewer officers depending upon the parent organization's guidelines and their own constitution.

"... The real driving force rests with the originator or leader ... therefore, make sure that he or she has a strong interest in objectives and benefits of the club ...

All special interest clubs and leagues must follow the guidelines set forth for their group by the parent organization, the company or employee association. Of course, the professional recreation or employee services director is more knowledgeable of organizational procedures than anyone else and should be lending a hand to assist the steering committee all the way. He or she must not attempt to take over the operation but always advise and only offer help when no one else can be recruited to do the routine work.

The director can stimulate new employee educational and recreational interests by staging exhibitions, demonstrations, lectures, and conducting seminars for interested employees and leaders of various activities. NIRA's publications *RECREATION MANAGEMENT*, "Keynotes," and special reports offer many ideas. NIRA company members having special interest groups or clubs would also share their experiences with you if asked.

# NEWS IN BRIEF

### Free Catalog Lists Travel Publications

The 1980 Publications Catalog of the U.S. Travel Data Center is now available. The 20-page catalog describes more than 70 research studies and reports issued by the Data Center since its establishment in 1973. The 1980 research program is detailed, as well as all previous publications available.

Publications include reports on the annual travel outlook, national travel surveys, state travel office surveys, travel expenditure and impact studies, and other topics. Computer tapes are also listed.

Copies of the 1980 Publications Catalog can be obtained without charge from the U.S. Travel Data Center, 1899 L Street, N.W., Washington, D.C. 20036. Telephone (202) 293-1040. The U.S. Travel Data Center is the national non-profit center for travel and tourism research.

**KOA Package Offer** For 1980 Season

In an effort to help campers save money, time and gas this upcoming camping season, Kampgrounds of America is offering a special one dollar camping gift package, according to Steve Peterson, KOA's Director of Marketing.

"The gift package," according to Peterson, "is designed to help campers conserve gas and keep travel costs down while still enjoying the full camping experience."

Included in the package will be the KOA Campers Atlas—64 pages of full color maps and listings of more than 830 KOA Kampgrounds in the U.S. and Canada; \$300 worth of discount coupons good at popular tourist attractions plus two days of camping for the price of one at any of the 35 participating KOAs listed; a special KOA energy pamphlet with two dozen ways to save gas; a one dollar coupon good toward the registration fee at 600 participating KOA's; and a KOA Preferred Camper

(continued on following page)

### In California IBM's Parcourse Fitness Circuit is popular with huff 'n' puffers as well as serious athletes.

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### EMPLOYEES GET A BIG KICK OUT OF WORKING FOR IBM

### **NEWS IN BRIEF**

(continued from page 29)

card offering express check-in, money-back guarantee and best available site privileges at KOA Kampgrounds.

"The redeemable value of the package is a great investment for the cost," Peterson explained. KOA is promoting the offer for a one dollar charge to cover postage and handling.

The offer is available by mail by sending one dollar to KOA Gift Pack,

P.O. Box 30558, Billings, Montana 59114; in Canada the address is KOA Gift Pack, Suite 201, 6205 Airport Road, Mississauga, Ontario L4V 1F1

### Funds and Assistance For New Shooting Ranges

Employee recreation managers interested in the availability of millions of dollars for the establishment of shooting ranges in addition to sources of free information on how to develop new shooting facilities will

find precisely this type of information—and much more—in an eyeopening booklet recently prepared by the National Shooting Sports Foundation.

The new 36-page reference entitled "New Places To Shoot," is the result of nearly 18 months of research by the NSSF, and contains a wealth of information for any individual or club interested in developing a new shooting range, or improving an old one.

Citing actual case histories, the book highlights, for example, how a piece of barren Arizona desert was

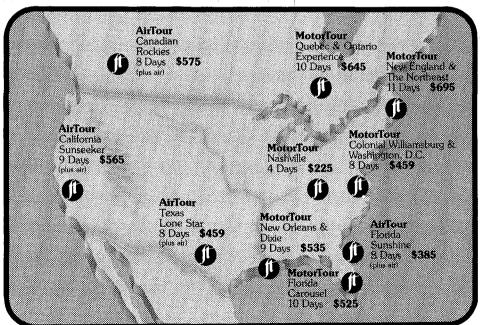
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transformed into one of the best shooting facilities in the world through a cooperative effort between local individuals, clubs, and county, state and federal government. It tells how, on several occasions, local government has assisted in providing the land on which to build a shooting range—and even gives the names of government agencies that may have land available for shooting ranges.

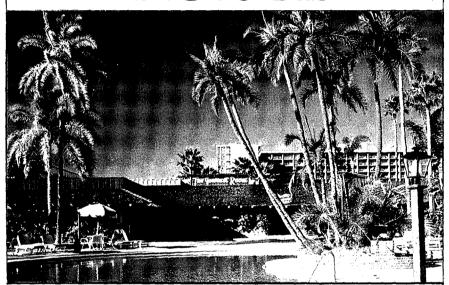
Prepared with assistance from the

National Rifle Association, state and federal agencies and private industry, "New Places To Shoot" contains more than 15 case histories on how to develop new—or improve existing shooting facilities—written by people who have actually done it. It also includes information on how to contact as many as six government agencies that have money or other assistance available to help you develop a new place to shoot,

tips on how to open up town- or county-owned land for shooting, an entire chapter on commercial shooting ranges and seven more chapters that tell all you need to know about developing a new shooting facility in your town.

"New Places To Shoot" is available for \$1.00 from the National Shooting Sports Foundation, 1075 Post Road, Riverside, CT 06878.

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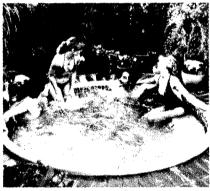
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KIRT T. COMPTON, CIRA

President National Industrial Recreation Association

### **ASSOCIATE PROFILE**

# Shaping Up With SouthWood's Fit-Trail®

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The design and manufacture of wooden signs has long been recognized as the basis for SouthWood's success. Working in conjunction with designers, architects, and specifiers, or with their own award winning in-house design department, SouthWood has brought a new dimension to the term "environmental graphics". Combining old world woodworking capabilities with a sensitivity to contemporary graphic design has resulted in many successful sign programs for a variety of clientele.

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For additional information or literature, contact Ernest Dwight at SouthWood Corporation, P.O. Box 240457, Charlotte N.C. 28224. Toll free from outside N.C., call (800) 438-6302. In N.C., call (704) 554-8000.

### **ASSOCIATE PROFILE**

# Marriott's Great America: Family Fun For The 1980's

Marriott's Great America, operates two giant family entertainment centers in Gurnee, Illinois and Santa Clara, California, hosting more than five million guests annually. Both Great America parks feature dazzling show productions and unique ride attractions—some wild, some mild—within an Americana-themed setting.

Each of Great America's five themed areas recreates a memorable era of American history with authentic architecture, restaurants, gift shops, music and landscaping all geared to each area's appropriate theme.



Premiering in 1980 is "The Demon," a devilishly exciting thrill attraction, filled with dark mysterious passageways, awesome loops and a thunderous red waterfall. In Hometown Square's Music Hall, the dynamic Great America Singers present a glittering revue of song and dance, complete with elaborate stage settings and full orchestra; and, for children of all ages, the hilarious antics of Bugs Bunny and his friends capture the spotlight each day in the Theatre Royale. Great America also features a live animal show highlighted by two dolphins, and hosts the world's largest motion picture experience in the "Pictorium." The entertainment continues daily with marching bands, jazz bands and appearances by the Warner Bros. Looney Tunes characters.

As an associate member of NIRA, Marriott's Great America is proud to participate in the 39th Annual NIRA Conference and Exhibit in San Diego, California, May 15 through 20. Stop by at booth #47 to learn more about our various employee recreation programs or contact: Scott Frantel, Manager of Sales, P.O. Box 1776, Gurnee, IL 60031. Phone: (312) 249-2040; or, John Poimiroo, Manager of Sales, P.O. Box 1776, Santa Clara, CA 95052. Phone (408) 988-2464.

# SUPPORT YOUR SUPPLIERS

The delegates and exhibitors at the 1980 NIRA Conference and Exhibit need one another. Together, we form a strong, growing Association of mutual benefit to everyone involved.

We are a cross-section of the National Industrial Recreation Association and its friends. Organization and individual delegates need recreation information and services. They join NIRA to learn more about effective recreation programming. They join to meet other recreation administrators and exchange ideas with them. They join to gain the group buying power that an international organization such as NIRA commands.

Suppliers work with NIRA to bring their goods and services to the attention of recreation administrators. Because the Association includes so many potential customers, suppliers are often prepared to offer special discount programs and tailor-made services.

Suppliers meet NIRA members needs in three ways. Some advertise in NIRA's Recreation Management Magazine. Others display their goods and services at the annual Conference and Exhibit, where they can meet NIRA people personally. Others join NIRA as Associate members and take an even more active part in the Association's support and advancement. Some suppliers take all three routes as advertisers, exhibitors and Associate members.

The suppliers deserve our support. Not only do they make goods and services available to our employees—often at handsome savings—but they also contribute to the NIRA's overall vitality. Their support and their prestige make it possible for us to continue expanding the services that make NIRA a valuable Association for all of us.

Kirt T. Compton



### **SERVICES & ACTIVITIES**

### **Purpose**

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

### Services and Activities

**RECREATION MANAGEMENT** — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

**Program Manuals and Information Center** — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

**Periodicals** — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

**Free Clerical Services** — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location. Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Rec-Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial sayings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

**Employment Services** — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

### Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee. Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

# **TOURNAMENT NEWS**

by Stephen W. Edgerton, CIRA Xerox Corporation NIRA Vice President, Tournaments and Services



### **Bowling Tournament Results Announced**

Results are in from NIRA's Ninth Annual Mail-O-Graphic Bowling Tournament held from November 12, 1979 through February 29, 1980. A total of 87 teams participated in this year's event: 49 Men's teams, 15 Women's teams and 20 mixed teams. A breakdown of national and regional winners appears below.

### **NATIONAL WINNERS**

Region	Company	Team	Scratch Score	Handicap	Total
Men's D	ivision:				
3 Bethlehem Steel Corp.		The Boatrockers	3008	214	-3222
· 3	Bethlehem Steel Corp.	BHAA #1B	2657	529	3186
8	Labatts Ontario Brewery	Stouts	2683	501	.3184
Women'	s Division:				
1	Cummins Engine Co. (N.Y.)	Cummins #1	2645	220	2865
7 Motorola Inc. (Ariz.)		Not So Hots	2401	443	2844
2	Maryland Cup Corp.	Maryland #2	2331	362	2693
Mixed D	ivision:				
2	Sperry Univac	Sperry #1	2346	619	2965
3	Bankers Life	Super Fats & the Gang	2560	366	2926
3	Bankers Life	Derelicts	2347	470	2817
		DECLONIAL NAVININEDS		·	
	, I	REGIONAL WINNERS			
Men's D	ivision:				
2	Maryland Cup Corp.	Maryland #2	2645	425	3070
3	Bethlehem Steel Corp.	The Boatrockers	3008	214	3222
4	Philip Morris USA	Merits	2513	504	3017
6 -	Adolph Coors Co.	Coors #7	2406	636	3042
7	Xerox Corp. (Calif.)	Xerox #1	2676	344	3020
8	Labatts Ontario Brewery	Stouts	2683	501	3184

(continued on following page)

### **TOURNAMENT NEWS**

(continued from previous page)

### **REGIONAL WINNERS**

Region	Company	Team	Scratch Score	Handicap	Total
Women's	Division:			•	
1	Cummins Engine Co. (N.Y.)	Cummins #1	2645	220	2865
2	Maryland Cup Corp.	Maryland #2	2331	362	2693
3	Motorola Inc. (III.)	FPS Ladies	2297	392	2689
4	McLean Trucking Co.	McLean Trucking Co.	2026	634	2660
7	Motorola Inc. (Ariz.)	Not So Hots	2401	443	2844

Below are the proposed changes for the 10th Annual NIRA Mail-O-Graphic Bowling Tournament that will be discussed at the Tournaments and Services committee meeting to be held at the upcoming NIRA Board Meeting this May. Any input you may have on the proposed changes may be directed to Steve Edgerton, CIRA, Xerox Corporation, 99 Catalpa Rd., Rochester, New York 14617. To call him phone 716/422-4100.

- 1) Allow bonafide employees, their immediate family and retirees to participate.
- 2) Bowlers must use:
  - 1st: Current average with a minimum of 21 games
  - 2nd: Their 1979-80 average
  - 3rd: Bowl scratch
- 3) Entry Fee \$20 per organization (unlimited number of entries), but bowlers may participate only once in the divisions they qualify.
  - Ex: (men or women) and mixed
- 4) No prize money awarded. All prize fees returned in team and individual awards.
- 5) Tourney run from December through February.
- 6) All teams must have five bowlers. Mixed teams must have a minimum of two women.

### **Professionalism**

(continued from page 37)

(3) "A Look at Employee Recreation in England," a letter received by then NIRA Secretary, Miles M. Carter, CIRA, from a member of the Recreation Managers Association of England. A story of what one progressive English company was doing in industrial recreation, it again signifies the professional interest in industrial recreation throughout the world.

### The Use of Student Interns

Between 1972 and 1978, the trend toward increasing concern about professionalism continued, largely supported by the same NIRA professionals mentioned in respect to 1971 and 1972, but with the inclusion of newer and younger professionals of energy and enthusiasm.

There probably was an increasing use of interns, but there is little information about that practice because it was not included in any of the NIRA surveys. We do know that by 1975 the Pratt & Whitney Aircraft Club, under the direction of Von Conterno, CIRA, had developed such a program, because an article in RECREATION MANAGEMENT in April of that year was co-au-

thored by a student intern ("What's In Store" by Von Conterno (CIRA) and Rich Dowdall, (pp. 36–37).

Also, beginning in 1975, Xerox, under the management of William B. DeCarlo, CIRA developed an ongoing plan with Springfield (Massachusetts) College for the use of student interns. This plan called for continuous contact and cooperation between the college (Dr. Donald Bridgeman, Director of Community and Outdoor Recreation) and the company. Most notable was the care with which the internship was planned and implemented, to the advantage of both the company and the students concerned. At the end of his nine-month work/study program, Intern Scott Baker working under the direct supervision of Xerox's David Baker, CIRA, (no relation) expressed the opinion that "you couldn't pick up half of what I've learned here in a classroom." 6 Mm

EDITOR'S NOTE: The above excerpt is from the chapter "Professionalism" from the textbook "An Introduction to Industrial Recreation: Employee Services and Activities." To order your copy of this 236-page hardcover book, use the order form on page 8.

### **PROFESSIONALISM**

(continued from page 27)

### 1972

Through the pages of Recreation Management we see the thrust toward professionalism continue uninterrupted in 1972. The January/February issue presents "Industrial Recreation: An Overview by an Industrial Psychologist" (pp. 16, 21). John H. Rapparlie, Ph.D., an industrial psychologist for Owens-Illinois Corporation, reminds the readers of one of the most basic of criteria for professionalism, and of the unique character of industrial recreation:

The individual motivated to improve his managerial performance must also work toward the success of the business enterprise. . . . This means dedication towards contributing to solutions of problems encountered by that business or enterprise which involves knowledge as well as skills. It certainly includes adequate understanding of industrial economics and how the business system operates in our society.

### **Evidence of Change**

The NIRA Research foundation contracted for two research studies (1967 and 1971) concerning the characteristics of industrial recreation administrators. Both studies were done by Robert A. Frembling, a Recreation Professor at California State College at Hayward. A comparison of some of the more important findings appeared in the March 1972 issue of RECREATION MANAGEMENT, (p. 60). These are shown below.

	1967	1971
Have attended recreation work-		
shops	27%	53%
Have attended recreation semi-		
nars	35	53
Attendance at NIRA conferences	35	100
College graduates	49.8	56.4

### Other Indications of Change in 1972

In June 1972 NIRA Headquarters in Chicago acquired its first full-time student intern, Greg Demko of Western Illinois University. This practice has been continued since.

RECREATION MANAGEMENT carried two more articles about professionalism, both by Dan L. Archibald, CIRA: August, "CIRA'S Obligation to the Profession," and, September, "Not Just a Piece of Paper." In

the latter he recommends "even greater emphasis on the testing procedure in the NIRA certification program."

Likewise indicative of the growing interest in professionalism is the item in *RECREATION MANAGEMENT* [September 1972, p. 8] which notes industrial recreation developments in Great Britain. It reported that the Recreation Manager's Association of Great Britain "voted to allow students to become members of the association [and reflected on] the growing trend for more intensive training in recreation."

### **Growing Interest in Professionalism**

Although the interest and commitment to professionalism on the part of NIRA's leaders has been steady and unceasing, the expression of general interest in the matter seems to have come to the surface at intervals, increasingly closer together. Certainly this is true if we are to judge by the pages of the professional magazine, RECREATION MANAGEMENT. We wish briefly to note four so related articles in March and April issues of 1977.

March. "Are We Professionals—or Batboys?" by Melvin C. Byers, CIRA, NIRA Consultant:

Concerned with the need for public recognition of Industrial Recreation Administration as a profession, Byers asks the readers a number of questions, of which, for brevity, we select only a few. "Are we concerned with the manufacturing, products, and services of our company? . . . Do we recognize the unique role we are playing in business and industry or do we consider our position the same as municipal recreation administrators? Do we find it difficult to distinguish the difference?"

April. Three items, including the one about student intern programs already noted:

(2) "Students on Your Staff: Valuable, Inexpensive Help," by Karen Bullock, a recent graduate of the University of Toledo, and then an intern at the *Toledo Industrial Recreation and Employee Services Council (TIRES)*, of which Mel Byers is the Director. A good article on the value of student internship, an especially notable point was that, "with more exposure to business procedures and to actual problem-solving situations (as opposed to simulated in-class projects) the student gains better insight into the employee recreation field."

(continued on page 36)

### professional services directory



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# Know us by the companies we keep





The National Industrial Recreation is known by the companies it keeps-year after year. Over 2,200 company members represent NIRA, which was established

in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.

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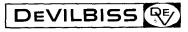


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### NIRA CALENDAR

Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

**Associated Industrial Recreation Council**/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois, Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

**Columbus Industrial Recreation Association**/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Maxine Throckmorton—(614) 223-8412.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)**/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact J. D. Smith—(817) 732-7731.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938.

**Houston-Galveston Area Industrial Recreation Council**/ Houston, Texas. Meets on the second Thursday of the month. Contact Nita Davis—(713) 491-5115.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

**Industrial Recreation Association of Detroit/**Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact Bill DeNeau—(313) 237-7753.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

**Greater Los Angeles Area Industrial Recreation Council/**Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 679-4511, ext. 2693.

**Massachusetts Industrial Recreation Council**/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact John Batchelder (617) 357-9500, ext. 3289.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Ron Philips—(212) 679-3600.

**Oakland Industrial Recreation Association**/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association**/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2432.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714)277-6780, ext. 338.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

**Toledo Industrial Recreation and Employees Services Council (TIRES)**/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the second Thursday of the month. Contact Irene Heavey (202) 338-8550, Ext. 551.

\* \* \*

**39th Annual NIRA Conference and Exhibit** will be held May 15–20, 1980 at the Town and Country Hotel, San Diego, CA. To become involved as a Conference planner or to request delegates' and exhibitors' information, contact the NIRA office—(312) 346-7575.

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# RECREATION MANAGEMENT

THE JOURNAL OF EMPLOYEE RECREATION, HEALTH AND EDUCATION

### **AEROBICS:**

The Fitness Formula For The 1980's





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### What is NIRA?

The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

ORGANIZATION ANNUAL DUES are based on number of employees eligible for your program.

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# RECREATION MANAGEMENT THE PRODUCTS OF STREET 
### IN THIS ISSUE . . .

There's a sea of books on the market today advocating various fitness philosophies (see cover). Though each endorses its own method of attaining fitness, all seem to agree on one fundamental principle: aerobics—the fitness formula for the 1980's. Our story begins on page 6. To go along with the cover article is a story in the Fitness/Health Bulletin (page 15) entitled "Jogging for Beginners" reprinted from the General Dynamics Corporation's "Dynamic Health" newsletter.

At the close of the 1980 National Conference and Exhibit held in San Diego in May, an open forum was held for delegates to voice their opinions on the NIRA name change proposal. Be sure to read the transcript of this session (page 21) to see what your colleagues had to say about this critical issue.

Turn to page 10 for the story on "Tourney Fest," the resoundingly successful festival of tournaments sponsored by an Air Force Base in Texas.

The establishment of NIRA's northernmost IRC is highlighted on page 14, and on page 12 you can read all about the employee program and facilities under construction at the Cydsa Group, Monterrey, Mexico.

### The book that turns businessmen into best sellers.



Many who've read it are now reaping the rewards. Because they've found that U.S. exports are a more than \$100 billion a year business, that exporting creates both company profits and company growth, that U.S. goods have never been more competitive in international markets. Above all, they've found that, with the help available from the U.S. Commerce Department, selling overseas is no more difficult than selling at home. And this fact-filled book can prove the same to you. Write The Secretary of Commerce, U.S. Dept. of Commerce, BED 8B, Washington, D.C. 20230.

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Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.



### **SERVICES & ACTIVITIES**

### **Purpose**

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

### Services and Activities

### RECREATION MANAGEMENT —

Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

**Program Manuals and Information Center** — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

**Periodicals** — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

**Free Clerical Services** — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location. Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

**Employment Services** — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

**Research Foundation, Reports** — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

### Types of Membership

**Organization** — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

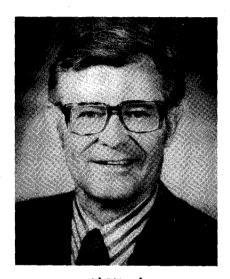
Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

**Individual** — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee. Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

# The NIRA President would like a word with you

### ... about Excellence in the Eighties



Al Ward Owens-Corning Fiberglas Corporation 1980–81 NIRA President

In this, my first chat with you since becoming president of your association, let me restate the remarks I made on the final evening of the San Diego Conference. It is my hope they will help give us a sense of purpose and direction as we begin a new year of activity:

Today I announce a new goal, a new theme, for this association: "For NIRA—Excellence in the Eighties." Excellence is defined as: "the state of possessing good qualities in an eminent degree". Think about that for a moment. Isn't that what we should strive for, for the association, and for ourselves, in this decade? Are you willing to settle for anything less?

As I said at the 1979 Annual Meeting, NIRA has always had great potential. Unfortunately, too little of it has been realized to date. William James, who has been called the father of modern psychology once

said: "When you compare what a person does, with what a person is capable of doing, it is like comparing the waves on the surface of the ocean with the ocean's mighty depth". What James said applies to us, and to NIRA—the potential of this organization is beyond our comprehension.

Please don't misunderstand-NIRA has a rich heritage, reflecting the accomplishments achieved through the dedication of some fine people, many of whom are still active in the organization. Still, despite their fine efforts, NIRA is only now approaching the threshold to greatness. Inscribed above the entrance to the National Archives Building in Washington, D.C., are the words: "the past is prologue". What we have accomplished has served to put us in the position to accomplish so much more—and that is what we must do.

NIRA is in an enviable position—to lead and direct the movement to have Employee Services recognized and accepted as a full-fledged member of the "family of benefits", and establish Employee Services Administration as a profession. The need is there . . . the opportunity is there . . . the knowledge is there. All that is required is our determination to succeed—to excel.

An expression familiar to personnel administrators is: "assets make things possible; people make things happen". NIRA is fortunate to have fine people in the association . . . you and others like you . . . the kind of people who make things happen. You are in the business of making the lives of other people more complete. And you do it well.

The challenge before us is to bring that proven ability to bear on the problems—and the opportunities—which face NIRA. Unlike the way we conduct business "back home", within NIRA we have too frequently "let things happen" instead of "made them happen". That we must change.

We must avoid the "Columbus Syndrome". It is said that when Columbus set sail for the New World he didn't know where he was going; when he arrived he didn't know where he was; when he returned to Spain he didn't know where he'd been. We must know where we are going and how to get there. And we must be willing to put forth the effort that will be required. As I said to the incoming Board of Directors, there are no positions of honor within NIRA; there are only positions of service.

There is a legal principle which states: "the law does not concern itself with trifles". Neither should we. We must go after big results. As Benjamin Disraeli said: "Life is too short to be little". Finally, our actions must be not only bold and effective, but prompt . . . timely. The time for action is always now, for what assurance do we have as to tomorrow?

I ask each of you to join me in beginning the work—now—that will take NIRA toward "Excellence in the Eighties".

Al While\_



### **AEROBICS:**

### The Fitness Formula For The 1980's

Run! Jog! Jump! Dance! Dive! Cycle! Sprint! Everybody's doing it—getting in shape that is. Shaping up and trimming down is the most popular pastime ever.

Exercise enthusiasts of the 1980's are no longer accepting the old-fashioned methods of humdrum jumping jacks and college calisthenics as their formulas for fitness. Rope jumping and roller-skating are child's play no more. Today's exercise experts have a whole new program and the secret is aerobics.

Aerobics? Sound like some bizarre medical disorder or the name of a new punk rock group? Well, it's not. It's a formula for fitness that's profoundly affecting the attitudes of millions toward exercise and health today.

Step into the health section of your favorite bookstore. You'll find racks of colorful paperbacks and hardcovers shouting their fitness philosophies at you—Fit or Fat?, The Joy of Jumping, Total Fitness, The Aerobics Way, The Complete Book of Running, How to Shape your Hips Thighs and Butt,—each title more promising than the next on how to be fit forever. (See sidebar.) It's

enough to make you give up completely and drown your confusion in a hot fudge sundae.

But take heart. It's really not as bad as it seems. Though the authors and experts have their own approaches on attaining the heights of physical fitness, they all seem to espouse the same basic underlying theme—aerobics—a program of exercising designed to tone up the heart and lungs by improving the body's use of oxygen.

Father of this fitness philosophyis Dr. Kenneth H. Cooper, M.D., M.Ph., a former Air Force medical officer. Cooper's theory is aimed at keeping the heart working at 70% of its maximum rate. This rate is arrived at by subtracting one's age from 220 and taking 70% of the result as an optimum heartbeat rate. Cooper's program is based on points that aerobics followers earn by engaging in any of the aerobic exercises. An evening of bowling or 20 push-ups will earn the exerciser no points at all while running an eight minute mile will earn him five.

Cooper even has his own Aerobics Center in Dallas, Texas, which includes a medical exam facility, a

fitness development center and a research organization. Physicians at the Cooper clinic give a comprehensive health examination which includes a treadmill stress test and consultation. The results are a personalized exercise prescription which the client can carry out at the Aerobics Activity Center—a facility that includes quarter mile and half mile jogging trails, a 25-yard heated swimming pool, an indoor banked track, handball courts, tennis courts, and a weight room.

The Institute for Aerobics Research is the third division of the Aerobics Center and has as its mission to determine the effects that exercise has in preventing or delaying coronary heart disease. Its professional staff of 18, including four Ph.D. level members, conduct numerous research projects looking at exercise and its effects on the heart, lungs and blood vessels.

In his book *The Aerobics Way* Cooper reports that American industry loses \$19.4 billion in production time annually because of premature

(continued on page 8)

### **AEROBICS**

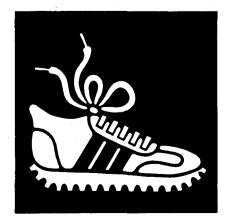
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coronary death. It's also been estimated that 10-15% of all Americans have coronary trouble and are completely unaware of it. In a story on the fitness boom two years ago U.S. NEWS AND WORLD REPORT Magazine reported that private industry loses an estimated 52 million workdays and \$1 billion to backaches in lost output each year. Add to these statistics the facts that more than half the deaths in the U.S. are attributed to cardiovascular disease and that nearly 50 million men and women in the U.S. today are 10% or more above their desireable weight and you'll see that the fitness level of the American population is in a very sorry state indeed.

So why all the focus on cardiovascular fitness? As the President's Council on Physical Fitness in Business and Industry explains:

"When the heart is exercised it grows stronger . . . improvement is determined by such standards as a reduced resting pulse rate, a lower pulse rate when certain workloads are placed upon it and a faster rate of recovery when the load is removed. Cardiovascular fitness is an area often overlooked in physical fitness programs. But, the truth is, no exercise program which ignores cardiovascular health is truly adequate."

And it's cardiovascular fitness that is the goal of aerobic exercise. In Fit



Or Fat? author Covert Bailey defines an aerobic exercise as one which is "steady and nonstop, lasts a minimum of 12 minutes, maintains the heart at 70–80 percent of maximum for the entire time you are exercising, and is one that should be done a minimum of four days a week."

"Aerobic exercises" Bailey writes, "are the *most efficient* exercises to improve physical fitness. You show greater improvement with aerobics per time spent than with any other exercise." His general rule is that fitness is lost if you exercise two days or less a week; it's maintained if you exercise three days a week and it's improved if you exercise six days a week.

So what will an increased heart rate through aerobic exercise do? Quite a bit according to Morehouse and Gross, authors of the #1 best-seller *Total Fitness*. With proper exercise, they write, the heart becomes richer in oxygen, more massive and powerful and more efficient. It beats more slowly at rest and at work and acquires a greater pumping capacity. The lowered pulse rate indicates that the heart is taking a longer period of rest between beats which means that it fills more slowly and completely.

Health has been defined as "freedom from disease" but fitness is more than this. Fitness is the development of muscular strength and endurance, cardiovascular endurance and flexibility. In everyday terms it means having the ability to meet the demands of daily life, as well as having on reserve the extra energy needed to adapt successfully in emergency situations without undue strain or fatigue.

Stamina and endurance depend on the capacity of the heart and circulatory system to supply blood and oxygen to various parts of the body in times of crisis. Therefore, it's maintained, exertion such as aerobic exercise will strengthen the heart so that it will perform more efficiently. It is also believed by some experts that exercise which accustoms the body to rapid heart rate, high lung ventilation and large volumes of oxygen may help the body to cope with a heart attack should one occur. Failing to exercise regularly can lessen the capacity for living, reduce the number of active years and probably shorten the life span. But more important than extending the life span though, is achieving and maintaining a high quality of health throughout one's lifetime.

Today's medical authorities agree that cardiovascular fitness is the most valid indicator of a person's relative physical fitness. In his book Joy of Jumping Greg Campbell gives a good explanation of the importance of cardiovascular fitness: "Your heart was designed to work. Without work to do the heart becomes smaller, less efficient and pumps less blood. A slower bloodstream means delivery of less oxygen and elimination of less waste. Litter systems clog and capillary canals close up cheating tissues of needed nourishments.

In other words, he continues, "through exercise, arteries are massaged and become more elastic, the flow of blood becomes freer and easier and capillaries spread and stretch sending greater amounts of blood to nerve and muscle fibers. Blood pressure and the heart rate drop."

Campbell, who maintains that rope skipping is "the perfect exercise" cites additional benefits of his aerobic fitness program. Rope skipping he says will:

- —make metabolism more efficient in breaking down fat
- -strengthen the muscles of legs, arms, shoulders and stomach
- —improve digestion by toning muscles of the digestive tract
- —reduce weight by changing fat tissue into protein tissue

—create better bust support by strengthening pectoral muscles

—create more energy to cope with stress and fatigue.

Rope skipping, like other aerobic exercises, will also increase your energy, relieve tension, help you sleep better, improve the complextion, and help you lose weight and keep it off.

According to U.S. Surgeon General Julius Richmond, regular exercise also seems to reinforce other healthy habits such as smoking less, lowering blood pressure and paying closer attention to diet. "Only now" he is quoted in *Health Education Reports*, "are we beginning to realize that there are psychological benefits to regular exercise as well," a fact mentioned in many of the fitness books today.

Exercise also alters the composition of body tissues, increasing muscle and decreasing fatty tissues. In fact, many times people who embark on weight loss programs through exercising are surprised to learn that they've actually gained a few pounds at first—not at all what they had in mind. They really shouldn't be overly disappointed, though, because they're actually improving their physical fitness.

There's a difference between being "overweight" and "overfat" as Fit Or Fat? author Bailey points out. Fat, he explains, can be hidden in such a way that you can be carrying around a lot of excess fat without seeming overweight at all. As people get older and settle into a more sedentary lifestyle than that of their more active youth, their muscles gradually become less dense, less lean and more fatty. As the muscles turn to fat they may not gain weight because fat is replacing the unused muscle. Weight gains begin to show up, though, when they've overeaten and underexercised to such an extent that they exceed the capacity of the muscles to get internally fat.

Instead of merely replacing unused muscle, the fat is added to the body with a result of increased weight. According to Bailey, people who are just starting to get overweight are usually already overfat. "If you are only five pounds overweight" he writes, "you are at least 13 pounds overfat." So, he maintains, "don't shoot for an ideal weight, shoot for health, for being physicaly fit . . . Having tuned up muscles means more energy, more drive, better utilization of food and less conversion of food to fat."

Bailey also cautions against what he considers the misguided goal of spot reducing—those methods of exercising designed to rid certain parts of the body of excess baggage. When muscles directly beneath the fat deposit are exercised they actually tend to enlarge yet retain the same fat deposit on top of the muscle that was there before exercising. His remedy, then, is to exercise large sets of muscles so that fat will be drawn from all parts of the body to meet the energy demands.

And the largest sets of muscles in the body, he explains, are in the legs and buttocks—the very muscles used in aerobic exercise. It's impossible to reduce subcutaneous fat from a selected spot on the body so get your largest muscles all going at once, he suggests, if you want that fat to decrease. "People who get involved in whole body athletics and particularly aerobic exercises trim down all over without getting hyper about the fat in any one place."

Whether one chooses to add up aerobic points as in Cooper's program, follow the guru of jump rope enthusiasts, or engage in training for the Boston marathon, the results will all be about the same—a fitter, healthier, happier self whose ability to cope with and enjoy the concerns of life will be much more easy to accomplish.

### FOR FURTHER READING

The Aerobics Way by Kenneth H. Cooper, M.D., M.Ph., M. Evans and Co., N.Y., N.Y., 1977.

Total Fitness by Laurence E. Morehouse Ph.D. and Leonard Gross, Simon & Schuster, N.Y., N.Y., 1975.

Fit Or Fat? by Covert Bailey, Houghton Mifflin Co., Boston, MA, 1977.

The Complete Book of Running by lames F. Fixx, Random House, N.Y., N.Y., 1977.

Joy of Jumping by Greg Campbell, Richard Marek Publishers, N.Y., N.Y., 1978.

Complete Guide to Aerobic Dancing, by Beth A. Kuntzleman and the editors of Consumers Guide, Publications International, Ltd., Fawcett Books, N.Y., 1979.

Rating the Exercises by Charles T. Kuntzleman and the editors of Consumer Guide, Publications International Ltd., Penguin Books, 1980.

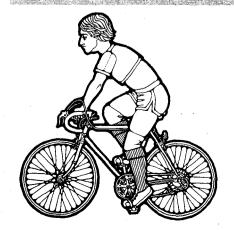
### **ORGANIZATIONS**

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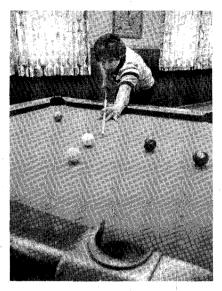
President's Council on Physical Fitness and Sports, Washington, D.C., 20201.

American Association of Fitness Directors in Business and Industry, Washington, D.C. 20201

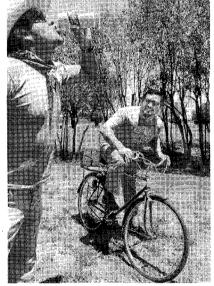
Amateur Athletic Union, AAU House, 3400 W. 86th St., Indianapolis, IN, 45268.



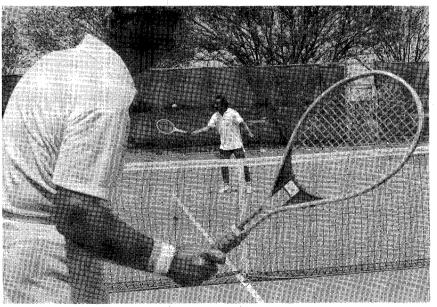
Secretary-Stenographers Sandra Ringrose, and Florence Contreras (below) make ready for the 1980 Kelly Tourney-Fest with a practice jog. Both were women's winners of jogging titles in the 1979 Tourney-Fest while (below left), Kelly jet engine maintenance mechanic, "Broadway Joe" Gonzales, lines up a shot in pocket billiards. He was the 1979 champion of the Tourney-Fest on base.







A novelty event in the Kelly Tourney-Fest is a bicycle relay race (above) in which a can of beer must be consumed by a member of a team before another member is able to take off on his bike. Here, Jerry Tyson tries to chug a brew, while his partner, Solomon Alvarado, readies bicycle for takeoff in a relay race.



Tony Saenz, (above) in the far court, singles champion in the 1979 Kelly Tourney-Fest, hits the ball to Andy Valencia as they warm up for this year's tennis competition. Both are employed in the Maintenance Directorate of the San Antonio Air Logistics Center.

by Fred McGahey and Harry Nixon Kelly AFB, Office of Public Affairs

# Tourney Fest

Ever decide to hold a combination of athletic events and recreation games for 7,600 people? Kelly Air Force Base at San Antonio, Texas has had just such an experience.

First held in 1978 by the Materiel Management Directorate of Kelly's San Antonio Air Logistics Center (ALC), this annual competition serves as an outlet for personnel to compete in a friendly atmosphere.

The idea for "Tourney-Fest" originated in the minds of Maurice Peterson and Bob Varela who were responsible for planning the annual Materiel Management party while on temporary duty at the Lockheed-Marietta, Georgia plant. Peterson and Varela hit on calling the combination sports and recreation derby a Tournament Festival from which evolved the new name they coined—"Tourney-Fest."

Competition in the first Tourney-Fest, which began in August 1978, drew 820 personnel to enter 16 events. The festival concluded two months later with a big party at the Kelly Officers' Club where disco, latin and western dance contests were conducted and trophies were presented to the Tourney-Fest winners.

That first annual event was deemed such a success by San Antonia ALC commander, Maj. Gen. Lynwood E. Clark, that he decided to open participation in Tourney-Fest to the entire base the following year, with Peterson and Ernie Mendiola staging the event. Enthusiastic participants were drawn from a base population of 22,000, including 17,500 civilian employees and 4,500 military personnel who took part in 23 different games, covering 41 events. Many participated in more than one event. Spouses of Kelly's civilian and military people competed in mixed doubles through such events as ping pong, darts, racquetball and tennis.

Contest rules were spelled out in detail in the *Kelly Observer*, the base newspaper. Events ranged from a fun-run and how to make chili, to menudo cooking and homemade wine preparation. In chili making, contestants were advised to start from "scratch." Specific ingredients that had to be used were announced to the participants, as were those that were banned. For menudo, a Mexican concoction, judging was accomplished by a "blind system" for taste and palatability.

Entry forms were made available to contestants through the base newspaper, a convenience that made it easy for participants to enter. Those who signed up for the halfmile, mile or three-mile Fun-Runs predicted their times. Those who came closest to their predictions were declared winners.

Last year's event drew the usual groups of sports devotees who en-

gaged in softball, bowling, golf and tennis. Jogging was hotly contested, but there were also the less physically demanding games of table tennis and pocket billiards for others.

In the unique beer and bike race, each relay contestant was required to quaff a bottle of brew before his partner bicycled 600 yards as one leg of a four-leg relay. Dance contests gave the young and young-atheart an opportunity to disco while table games of bridge, hearts, dominoes, poker, cribbage and checkers tested the mental quickness of other Tourney-Fest entrants.

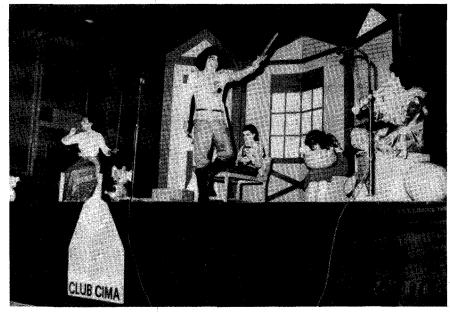
Many of the final 1979 events were held as part of Kelly's Family Festival at Lindbergh Park, the base's recreation area. Trophies were awarded to basewide winners before a large audience. First place went to the San Antonio ALC Materiel Management Directorate with the 1923rd Communications and Installation Group and the Maintenance Directorate taking second and third places, respectively.

Some aspects of the tournament extended from March into late June, a near four-month stretch of contention for those organizations that had several internal playoffs. Competition during this period took place in the evenings or on weekends.

Working behind the scenes of Tourney-Fest, the Kelly AFB Morale,

(continued on page 34)

Cydsa's programs are already quite varied even though construction of this new facility (bottom right), is not yet complete. Theater productions (top right), children's games (top far right), and outdoor entertainment (bottom far right), are among the activities currently enjoyed by Cydsa employees and their families.





# Cydsa Meets The Need

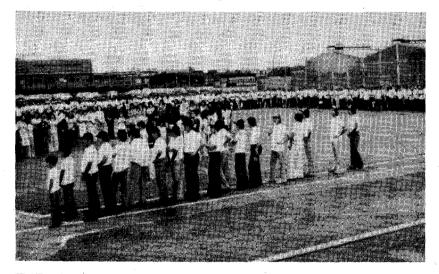
by Miguel Suarez

Cydsa, in Monterrey, N.L. Mexico, is a group of industrial plants that produce some 20 different lines offering more than 300 products for textile and industrial use. Among

these are rayon, acrylic, fibers, transparent film, sulphuric acid and a number of other chemicals.

Last year Cydsa's net sales were more than (US\$) 200 million making

Cydsa one of the most dynamic industrial groups in Mexico today. Seven of the corporation's 23 plants are located in the headquarters city of Monterrey where 2,800 of its 6,500 workers are employed.





### A Humanistic Philosophy

Since its beginnings in 1945, Cydsa's philosophy has held that man is an integrated being whose needs and concerns for family, education, work and leisuretime cannot be divided. At the same time, this progressive corporation has known that its employees are the key to a productive, profit-producing business enterprise. Realizing these facts, the company's management felt that to retain high production for the organization it was imperative to recognize the concerns and complexities of its employees, aiding them in whatever wavs possible.

Eleven years ago Cydsa founded Centro Social y Cultural, A.C., an employee organization that cares for the social and physical welfare of its workers. In addition to handling employee pensions, benefits and insurance, this organization was created to offer social and educational activities for Cydsa personnel and their families.

Home economics courses in sewing, dress making, cooking, knitting and hygienics have been offered annually for the past eight years with

(continued on page 32)

# Anchorage Joins The Ranks

by Kathy Walker, Alascom, and Jim Battersby, Oakland Industrial Recreation Association

Anchorage, Alaska is the site of one of the newest industrial recreation councils in the National Industrial Recreation Association and it promises to be one of the most dynamic and unique in the 50 states.

When Kathy Walker, Employee Relations staff member of Alascom, Inc., the long-line communications telephone system for Alaska first joined the National Industrial Recreation Association, she began to think about NIRA's importance to her company and to the Anchorage community. It occurred to her that an IRC would meet the needs of the many industries in the area that had recreation programs but no central organization. Job turnover in Anchorage is a critical problem as are employee boredom and restlessness associated with that area's long winter nights.

With these thoughts in mind, Kathy attended the western Region VII Conference in Long Beach, California last fall where she met Phyllis Smith of Hughes Employee Association, Fullerton, California. Phyllis suggested that Kathy contact, someone from the Oakland Industrial Recreation Association, geographically the closest IRC to Alaska.

On the final day of the conference, Kathy spoke with Jody Merriam and Jim Battersby of OIRA about her idea of organizing an IRC in Anchorage.

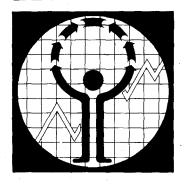


Back row, L to R: Dick Thomas, Alyeska Pipeline; Steve Kenney, Anchorage Sheraton Hotel; Jim Battersby, Oakland Industrial Recreation Association. Front row, L to R: Karel Milner, ARCO Oil and Gas; Jody Merriam, Oakland Industrial Recreation Association; Diane Adley, SOHIO Petroleum; Kathy Walker, Alascom.

The first step of the development process began in Anchorage with the establishment of a "core group" comprised of interested individuals from several large companies. With Kathy at the helm, the rest of the group included Dick Thomas of Alyeska Pipeline, Diane Adley of Sohio Petroleum, Steve Kenney from the Anchorage Sheraton Hotel and intially, Toby Young from ARCO Oil and Gas who was later replaced by Karel Milner. Then the real work got underway:

- A proposal was made to the Anchorage Chamber of Commerce Board of Directors, who made a firm commitment to support the AIRC and provided a listing of business and industry in the Anchorage area.
- A survey of available community facilities was made which included: the school district, recreation department, University of Alaska and existing resources within the business and industrial sectors.
- Goals and objectives were established for the IRC emphasizing the values of fitness, recreation and other employee programs including trips, athletic competition, social activities and group purchasing power. (continued on page 34)

## Fitness/Health Bulletin



by Edward C. Hilbert, CIRA Battelle Memorial Institute NIRA Vice President Fitness and Health



### JOGGING FOR BEGINNERS

by Dr. Mitchell L. Feingold

Reprinted from "Dynamic Health" a publication of the General Dynamics C.R.A. Health-Fitness Center

This article is intended to help get you off on the right foot and avoid some of the mistakes that can cause problems in the beginning.

Our purpose is to encourage people to go out and exercise for the sheer fun of it and, hopefully, improve their overall health and fitness. It is an accepted fact among doctors that jogging has many benefits, including improved cardiovascular conditioning, lowered blood pressure, decreased excess body weight, improved muscle strength and tone, and decreased mental stress and anxiety.

### 1. What's the First Step?

Consult with your physician. He'll be concerned with any history of heart or lung disease, high blood pressure, diabetes, anemia, musculoskeletal problems, weight, and previous exercise experience that you may have had. For middle-aged persons who have not been involved in any regular physical activity, it is an excellent idea to get a stress electrocardiogram to help pick up possible heart problems. Having any of these previously mentioned conditions does not eliminate you from a jogging program, but it may mean that your program would have to be modified by your physician to suit your individual needs.

### 2. The Second Step—Shoes and Clothing

The most important piece of equipment for a jogger is a good pair of shoes. A good running shoe protects the foot, decreases shock to the body, helps stabilize the foot, and increases traction.

Get a training shoe that has a slightly elevated, flared heel that helps absorb shock and stabilize the foot. Above the heel is a part of the shoe known as the heel counter. A firm, hard heel counter will help stabilize the rear of the foot. There should be ample room in the front part of the shoe. The inside of the shoe should have no seams that will rub against the skin causing blisters, and the sole should be *very* flexible near the ball of the foot.

Because it is normal for one's feet to swell slightly during the day, it is advisable to try on a new pair of shoes toward the latter part of the day. When trying on a pair of shoes, wear the socks that you intend to wear while running. The shoe should be snug in the heal area with enough room in the front to allow the toes to lie flat and wiggle comfortably. It is suggested that you walk around in the store and maybe do a little jogging in the store to get a feel for the shoe.

Clothing should be *light* allowing as much ventilation as possible, and not be binding or restricting. In cool weather, lightweight warmup suits made mostly of cotton are suggested. Most snythetic fabrics tend to promote sweating and can cause overheating.

### 3. What Precautions Should I Take?

Common sense is the rule!

- a. Avoid heat. During warm weather, run either in the early or latter part of the day when temperatures are lower.
- b. Take fluids if you are thirsty.
- c. Don't run right after a meal.

(continued on page 35)

## Order your professional library

☐ Benefit Analysis of the Industrial Recreation	☐ Motorola's Recreation Manual
Institution A compilation of several papers, first delivered at the 1978 NIRA Conference and Exhibit. Covers the benefits of employee programs, accountability within and for quality programs, the development of responsible volunteer leaders and the use of a needs assessment survey. 50 pages. \$5.00.  □ Employee Recreation: Outlook for the Future A comparison of data compiled from surveys of NIRA	A comprehensive 240-page volume particularly helpfu to those needing assistance in administering employed recreation programs. Covers a wide range of employed services and activities with sections on safety, insurance financing, recognition, banquets and the planning of on and off-site employee activities. Its three-ring loose-leabinder design allows for continuous updating, revisions and additions, offering ease of page removal for duplication and distribution. \$35 for NIRA members; \$48 for non-members.
members in 1974 and 1978. Covers activities, facilities, staff personnel and salaries, budgets, and more. 67 pages. \$5.00.	☐ How to Organize and Manage Tournaments Everything you need to know: organizing, publicity teams, leagues, eliminations, and finals. 36 pages \$4.00.
☐ Two for one: "Benefit Analysis" and "Outlook" (above). 117 pages \$7.00—save \$3.00.	☐ Standard Sports Areas  Dimensions and specifications for more than 70 sports arenas, pools, courts and fields. \$4.00.
☐ Recreation Management Magazine	
Monthly professional journal for industrial recreation directors, leaders, and program coordinators. The only publication in its field.   \$\Begin{array}{cccccccccccccccccccccccccccccccccccc	☐ An Introduction to Industrial Recreation: Employee Services and Activities  The first college textbook on employee programs to be published in a generation. An invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical
☐ Principles of Association Management A basic how-to guide for the association administrator. Published cooperatively by the American Society of Association Executives (ASAE) and the Chamber of Commerce of the United States. Hard cover. 437 pages. \$15 for NIRA members. \$20 for non-members.	program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hardcover. 236 pages. \$14.95 per copy plus postage and handling.**  one copy
☐ Top Management Speaks Nineteen top corporation executives explain why they back industrial recreation and NIRA. Leaders of Ford Motor Company, Goodyear Tire & Rubber Company, U.S. Steel, 3M and other industrial giants provide invaluable support for your programs. \$7.00. Discounts available for orders of 20 or more.	NamePhone () CompanyAddress
☐ Industrial Recreation Bibliography An annotated bibliography of industrial recreation resources by Robert W. Schoott and Douglas M. Crapo, Ph.D. More than 470 entries. \$3.00.	Zip
☐ The Untapped Potential: Industrial Recreation Illustrated booklet based on a talk by Frank Flick, President of Flick-Reedy Corp. and the first NIRA Employer of the Year \$3.00	Return payment and order form to: National Industrial Recreation Association 20 N. Wacker Dr. • Chicago, IL 60606

### **NEWS IN BRIEF**

### Employees Paid To Keep Fit

According to a recent article in the Wall Street Journal, employees of Hospital Corporation of America, Nashville, Tennessee, have received over \$2,800 in bonuses for exercising in a company fitness program.

They were paid four cents a mile for bicycling, 16 cents a mile for running and 64 cents a mile for swimming as part of an experiment to contain health insurance costs.

### Stronger Dollar Softens Slowdown in Overseas Travel

Also from the Wall Street Journal is news that a stronger dollar may help soften a slowdown in travel abroad this summer. According to the lournal, travel agents say that if U.S. currency continues to gain against foreign currencies, especially those of popular European tourist destinations, then a slump predicted by some in 1980 overseas travel by Americans may turn into a small increase. The dollar has rebounded sharply in recent months from the weakness of last year that kept many Americans home and it has shown particular strength against the West German mark, French franc, Swiss franc and the British pound.

Because of this, a stronger dollar will enable Americans to buy more francs, marks, pounds, pesos, and lira for the same amount of money; in effect, paying less for meals, hotels and other accommodations purchased overseas.

### **Run For Your Heart**

A story in the Chicago Tribune recently reported that a comparison of blood samples taken from marathon runners, joggers, and inactive people has provided evidence that exercising may help prevent heart disease. The study found that the more people run, the higher their blood levels of high density lipoprotein cholesterol, or HDL, a substance that is associated with a reduced risk of heart disease. The researchers said it was the amount of running, not what people ate, that determined whether they had high or low levels of this blood fat.

(continued on page 32)



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# **TOURNAMENT NEWS**

by Stephen W. Edgerton, CIRA Xerox Corporation NIRA Vice President, Tournaments and Services



### **Photo Contest Results In**

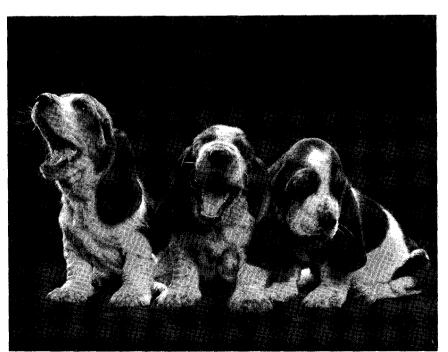
The 1980 NIRA Photo Contest is completed. This year 238 individuals from 41 NIRA companies submitted a total of 592 entries—an increase of 314 entries from last year's total of 278. Prizes were awarded to winners in each class and division which appear below.

BEST IN SHOW		COLOR PRINTS	1st	MOUNTAINS/
	MOUNTAINS/ FENCE			FENCE Carol Winch 3M
	Carol Winch 3M		2nd	THE CLOWN Dale Baker
DIVISION WINNERS		; ;		Naval Weapons Center
SLIDES 1s	t PEGGY TOO Dave Herczeg Ford Motor		3rd	COLD MORNING Nanci Hertzog PSNS
21	d THE KID DID IT Dennis Hofmann Pratt & Whitney		4th	HEADING HOME Ken Fina Ford Motor
31	d APPROACHING STORM Louis Rackley	CLASS WINNERS		
	General Dynamics	SLIDES		
41	h ICE STARS Ernie Strong Texas Instruments	NATURE	1st	ICE STARS Ernie Strong Texas Instruments
B & W PRINTS 19	5.4		2nd	RED, WHITE AND BLUE Paul Kirkbride Delco Air
2	Ford Motor	j	3rd	PERFECTA Harold Hawk
and the second second	John Kirkeide General Mills	SCENIC	1st	Goodyear  APPROACHING
31	d POLKA DOT BEAUTY			STORM Louis Rackley
	Paul Kirkbride Delco Air			General Dynamics
41	MAN	<u> </u>	(00	ntinued on page 20)
Ì	J. J. Comps Ford Motor	l.	(CO	nunueu on page 20)

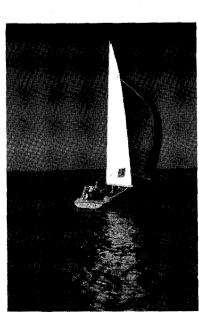


**BEST IN COLOR and BEST IN SHOW**—"Mountains/ Fence" by Carol Winch 3M Company, Stillwater, Minnesota

These winning photos represent the best in their own divisions. The editor regrets any loss of print quality which may naturally result when color photographs and color slides are reproduced for black-and-white publication.



**BEST IN BLACK AND WHITE**—"They're laughing at me" by J.J. Comps, Ford Motor Company, Livonia, Michigan



BEST IN SLIDES—"Peggy Too" by Dave Herczeg, Ford Motor Company, Redford, Michigan

				<del></del>
			3rd	KELLY Ernie Strong Texas Instruments
2nd	NARROW GAUGE Leonard Parker	OPEN	1st	PEGGY TOO Dave Herczeg
3rd	HAWAIIAN		2nd	Ford Motor IN THE DEAD OF NIGHT
	Gerald Holman PSNS			Louis Rackley General Dynamics
1st	THE KID DID IT Dennis Hofmann		3rd	SNOW FENCE Robert Thompson Coors
2nd	CHINESE FRIEND Bette Anderson	B & W PRINTS		COOIS
3rd	Ford Motor TOIL	NATURE	1st	POLKA DOT BEAUTY
	Eli Lilly		2nd	Paul Kirkbride Delco Air GULL
	201 5 11051		2.114	Dave Herczeg Ford Motor
IST	Nanci Hertzog PSNS		3rd	OTHER NAME Paula Baker
2nd	SUMMER DAZE Bill Millington Mitchell Manuals			Washington National Ins.
3rd	ICED DOWN Roger Roman	SCENIC	1st	REFLECTIONS John Kirkeide General Mills
1st	MOUNTAINS/	:	2nd	LACLEDE LANDING
	Carol Winch		3rd	Roland Martir McDonnell Douglas SAN MIGUEL
2nd	APRIL SUNRISE Don Basgall			M. O. Jones Ford Motor
3rd	Casualty SEASIDE	HUMAN INTEREST	1st	THEY'RE LAUGHING AT ME
	Bobby Hainline Ford Motor	· 1		J. J. Comps Ford Motor
1st	THE CLOWN Dale Baker Naval Weapons		2nd	CHARADE Bill Henthorn Bell Telephone
2nd	Center LOVE OF LIFE		3rd	PRODIGIOUS VIRTUOSO
3rd	Bethlehem Steel			Alan Cox Huntington National Bank
	<b>NEPAL</b> Ryszard Nawrocki	OPEN	1st	RENAISSANCE MAN
1st	HEADING HOME		2nd	J. J. Comps Ford Motor BALANCE BEAM
2nd	Ford Motor GOODYEAR			Nanci Hertzog PSNS
	BLIMP Eunyce Fina Ford Motor	:	3rd	E. L. Cooke Ford Motor
	2nd 3rd 1st 2nd 3rd 1st 2nd 3rd 1st 2nd 3rd 1st	2nd NARROW GAUGE Leonard Parker General Dynamics  3rd HAWAIIAN SUNSET Gerald Holman PSNS  1st THE KID DID IT Dennis Hofmann Pratt & Whitney  2nd CHINESE FRIEND Bette Anderson Ford Motor  3rd TOIL Joe Thieme Eli Lilly  1st COLD MORNING Nanci Hertzog PSNS  2nd SUMMER DAZE Bill Millington Mitchell Manuals  3rd ICED DOWN Roger Roman General Mills  1st MOUNTAINS/ FENCE Carol Winch 3M  2nd APRIL SUNRISE Don Basgall Bankers Life & Casualty  3rd SEASIDE Bobby Hainline Ford Motor  1st THE CLOWN Dale Baker Naval Weapons Center  2nd LOVE OF LIFE Gayle Chagoga Bethlehem Steel  3rd ENCOUNTER IN NEPAL Ryszard Nawrocki Ford Motor  1st HEADING HOME Ken Fina Ford Motor  2nd GOODYEAR BLIMP Eunyce Fina	2nd NARROW GAUGE Leonard Parker General Dynamics 3rd HAWAIIAN SUNSET Gerald Holman PSNS  1st THE KID DID IT Dennis Hofmann Pratt & Whitney 2nd CHINESE FRIEND Bette Anderson Ford Motor 3rd TOIL Joe Thieme Eli Lilly  1st COLD MORNING Nanci Hertzog PSNS  2nd SUMMER DAZE Bill Millington Mitchell Manuals 3rd ICED DOWN Roger Roman General Mills  1st MOUNTAINS/ FENCE Carol Winch 3M  2nd APRIL SUNRISE Don Basgall Bankers Life & Casualty  3rd SEASIDE Bobby Hainline Ford Motor  1st THE CLOWN Dale Baker Naval Weapons Center 2nd LOVE OF LIFE Gayle Chagoga Bethlehem Steel  3rd ENCOUNTER IN NEPAL Ryszard Nawrocki Ford Motor  1st HEADING HOME Ken Fina Ford Motor  2nd GOODYEAR BLIMP Eunyce Fina	2nd NARROW GAUGE Leonard Parker General Dynamics 3rd HAWAIIAN SUNSET Gerald Holman PSNS  1st THE KID DID IT Dennis Hofmann Pratt & Whitney 2nd CHINESE FRIEND Bette Anderson Ford Motor 3rd TOIL Joe Thieme Eli Lilly  2nd  1st COLD MORNING Nanci Hertzog PSNS  2nd SUMMER DAZE Bill Millington Mitchell Manuals 3rd ICED DOWN Roger Roman General Mills  1st MOUNTAINS/ FENCE Carol Winch 3M  2nd APRIL SUNRISE Don Basgall Bankers Life & Casualty  3rd SEASIDE Bobby Hainline Ford Motor  1st THE CLOWN Dale Baker Naval Weapons Center 2nd LOVE OF LIFE Gayle Chagoga Bethlehem Steel 3rd REPAL Ryszard Nawrocki Ford Motor  1st HEADING HOME Ken Fina Ford Motor 2nd GOODYEAR BLIMP Eunyce Fina  3rd  OPEN  1st  4 W PRINTS NATURE  1st  SCENIC  1st  HUMAN INTEREST  1st  OPEN  1st  POPEN  1st



# **OPEN FORUM**

# NIRA by any other name

Editor's Note: The following is an edited transcript of the OPEN FORUM on the NIRA name change conducted at the close of the 1980 National Conference and Exhibit held in San Diego in May. Moderator for this session was Richard M. Brown, CIRA from Texas Instruments, Dallas, Texas. Minor revisions in grammar, punctuation and sentence structure were changed at the discretion of the editor for easier readability.

MODERATOR: National Industrial Recreation Association: That's what we call ourselves. That's what we've called ourselves since 1941. Is the name still appropriate? Well, during the last several years, there have been many of our members who have not thought so. For example, the critics will say that the name "National" is not appropriate because we are international—we have members from Canada, Mexico and Saudi Arabia. It's certainly not just industrial workers—we have employees from banks, insurance companies and government organizations. It certainly is not just recreation. As you well know, it includes employee services and more recently, a great deal of emphasis on fitness.

So, as a reflection of this discontent with the NIRA name, over the past number of years there have been many discussions conducted at the Board meetings of this Association.

We're getting input from many different sides both within our organization and without that our current name is no longer appropriate. As a result of this, the Board of Directors at the January 1979 meeting created an ad hoc committee as part of the Public Relations

Committee chaired by Mel Byers, the NIRA Consultant. These people were charged to study the current name, study the subject of a name change and to come back with at least one new prospective name.

They did just this. The name suggested was the "Employee Services Management Association"—(ESMA). That was in May 1979. The Board of Directors then approved a motion to have that name submitted to referendum to the membership for a vote. Now they spelled out a certain procedure that would be followed before that time. This involved educating the membership as to what the name change was all about. Unfortunately, I think, this is where the word got out from the Board meeting and where the confusion set in and that was, I think, certainly shown at the Annual Meeting last year. There were many people in that room that did not understand the process fully and felt that indeed the name had either already been changed or that the name was going to go out very quickly to referendum and, as some people would say, very likely would pass simply because most referendums do.

That wasn't the case. The motion that was approved at the Board meeting called for a long period of gestation and education.

The primary vehicle to be used for that purpose was RECREATION MANAGEMENT Magazine through an "Open Forum" column. Through this process all of our members, including our Associate membership, would be able to write in concise statements their opinions on

(continued on following page)

# **OPEN FORUM**

(continued from page 21)

whether the name should be changed and if so, what name they would suggest other than the one that was proposed. I think that did happen. The process worked and at the very least, it certainly stimulated the membership. I think it created a great deal of controversy over the last year and I think that's good.

In the process, through the "Open Forum", a number of other alternate names were suggested. It became clear that ESMA, Employee Services Management Association, was probably not the favorite name. So, at the January 1980 Board Meeting, the Board acted to withhold the referendum and to submit a survey to the membership asking again whether they wished the name to be changed and if so, what they would like to see it changed to. But now, this time, we had a series of names to suggest—Names that came from the "Open Forum" articles in RM.

The Board also called for this session at our 1980 Conference & Exhibit—an open forum to allow people to verbally voice their opinions. This took place at the January Board Meeting so I apologize for the late placement of this session. If you realize though that time blocks set up for this Conference were made back in September of 1979, you'll realize that it was difficult to try to find a place during this Conference to put a general session for this purpose. It was a Board mandate and it is being done.

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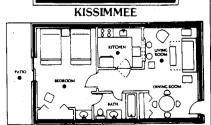
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Let me show you first of all the results of the survey. As you can see, we had 235 respondents, certainly not the number we would have hoped for, but of that number, 172, or 73%, favored a change. You can look at the rest of it yourself. They center primarily around "Employee Services and Recreation Association", 39 in favor of that name which is 23% and the International Employee Services Association with 45 in favor which is 26%. There was a space for comments on the questionnaire and a considerable number indicated that the word "recreation" should be retained in the name. There was a place down on the bottom for other suggestions. There were 19 of those or 11%. The bulk of those were IRESA or IERSA, further permutations of the names up above but with "International" added to them.

The format of this meeting is primarily one of allowing you to give your opinion. To begin, we have four people up here who will give very short statements as to why they feel the name ought to be changed or why it should stay the same. I have two people to my left who are in favor of retaining the name "National Industrial Recreation Association". They are Phyllis Smith from Hughes and Ray Mendoza from Convair. To myright are two people who are in favor of changing the name: Frank Havlicek from Motorola and Jerre Yoder from General Dynamics in Ft. Worth. I'm going to ask each of these people to give their statements and then we will open the floor up for comments from all of you. First of all, I'd like to introduce to you Phyllis Smith, Hughes Fullerton, Fullerton, California who will take the con side—against a name change.

**P. SMITH:** I have been with the NIRA organization for a number of years. I continually hear "sell NIRA, sell NIRA," and I have continued to sell NIRA. I submit to you that after we have attained the goal of letting people know what NIRA is and who NIRA is, now we are thinking of beginning all over with an infant and redoing the name. I submit to you also that National means nation and I think you've read that in *RECREATION MAN-AGEMENT* Magazine. My position on this would be that we retain the name that we have sold in the past and we add underneath it "an international organization of employee services and leisure time activities".

I'm also concerned that all of a sudden, after some of us have been recreation directors for a number of years we don't want that title. What makes us feel that the word "recreation" is no longer a good title; a hardworking title? What makes us think that every company has employee services over recreation? That is not true. And I doubt that it will ever be true. And I doubt you will ever get rid of the word "recreation". I also submit to you that we are non-profit, non-stock corporation Illinois 19. It is going to take time and money to change that name. Are we willing to stop our progress in selling NIRA in this organization and its benefits to take the time to change a name? How important is your name? I know it's very easy, you get married you change your

name, you get divorced, you get your name back. Think about it. Think about where you have been in the organization and where you want to go.

**MODERATOR:** Well said, Phyllis. On my right, in favor of the name change, Frank Havlicek from Motorola, Schaumburg, Illinois.

**F. HAVLICEK:** At every one of these Conferences, there's always a session on how to get management to approve of recreation, how to get more participation from them and how to get them to take us seriously. I think that's one of the most important things we have to deal with. I don't want to eliminate the word "recreation" from our name, but unfortunately it has somewhat of an insincere connotation to a lot of people. I think that comes from the fact that we have a lot of people in our profession who were good athletes, who went into the coaching profession and some with very high ideals. We have also a lot of them that go into professional athletics and who would tongue-in-cheek talk about their days in recreation and how they took basket weaving and similar subjects. They forget the anatomy and the kinesiology and all the other subjects.

But "recreation" is not taken as seriously. Now, we take it seriously and I know what you're saying—you believe in it and so do I. But, I assure you, when the operating committee of your corporation has a meeting, recreation is not at the top of the agenda. It doesn't exactly make dollars and cents for them. We can argue morale and a lot of other things, but the product or the service that we render is the important thing as far as the corporation is concerned.

And I don't like references to recreation as "you're the fun and games people" or "that must be fun". This is a serious thing; UCLA changed the name of their physical education school to the Department of Kinesiology for this same reason. I don't want to eliminate the word "recreation" from our vocabulary. We certainly want to keep it. We are an international organization—that should be influential. There is a slight problem in the fact that all of our publications refer to recreation in title and so forth but it wouldn't mean that we couldn't change the name of our Association. I say get a little more reception to our Association.

**MODERATOR:** Now, again, in favor of retention of the name NIRA, Ray Mendoza, Convair, San Diego, California.

**R.** MENDOZA: I don't know whether I'm in favor of it or not but thanks, Frank, because you said some things that I feel very strongly about. The thing that I'm most concerned about is I just got a gut feeling that there are a lot of people who are embarrassed at the word "recreation". That's what really bothers me. Because that's what it's all about. It is recreation. I don't know about these top board people that don't give the appropriate concern and emphasis to people who are in the recreation business. I'm in that business, I'm now in the labor

relations business. It's a different business—there's no question about it.

Many of you are a part of massive complexes and programs that involve facilities and payroll and staff. I like to tell delegates here that the only thing different at Convair Recreation Association or Jerre Yoder's facility and the company that we work for is that they generate an article. They generate a missile, an automobile, whatever. We have all the other ramifications of running a total piece of recreation business. And that's what it is. I just don't like the idea of finding ourselves having to back down. We don't check out basketballs for the city recreation department. That's not who we are—that's who we were 25-30 years ago when all our programs consisted of were a varsity baseball, softball, and basketball teams. You've heard that mentioned by several speakers here. The thing that gnaws at me is the feeling that recreation needs to be supported—there's a reluctancy on our part to support it. That's who we are. That's the basis of bringing people together in whatever shape or form of activity.

**MODERATOR:** Finally, on the side of being in favor of changing the name, Jerre Yoder, General Dynamics, Ft. Worth, Texas.

**J. YODER:** I'd like to approach this from a little bit different aspect. I consider it a matter of not only definitions

(continued on page 26)



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### **OPEN FORUM**

(continued from page 23)

but scope. NIRA has been in operation since 1941. Phyllis referred to infancy of an organization, the possibility that we would be starting over. I don't believe that. I believe that the scope of our name now is very, very limited. It does not properly reflect what we do. I think we can expand that scope to exactly what we do and leave us tremendous potential for growth, in membership, associate membership, exhibit booth sales, advertising and so on. I was very pleased with this Conference that ARA, a food service operation was present as an exhibitor and I think that some of the thanks can problably go to Ray Mendoza who operates the ARA out here. But, I think it's indicative of how the scope of our responsibilities are growing. The majority of us are no longer just in recreation. Our organizations encompass many other things. I think we need to reflect that in our name and I think that we need to vote for a name change. I'm not here to say ESMA is the proper one. I feel that I probably would support retaining "recreation" in the name because that was our origin, we have a proud history in that area. I just think the scope is too limited. Let's expand that scope. Let's give ourselves an opportunity for growth in membership and financially, and give other people in our field an opportunity to sell our organization to their management without the connotation that recreation now has.

**MODERATOR:** Let's open it up. I just ask that you try to keep your statements short, concise—come to the microphone and identify yourself.

JOHN LESLIE, 3M COMPANY: I'm not against a change. I think the term "recreation" is very meaningful. It can apply to the fitness field as well as the recreation field because "recreation" when you look at the derivation means "to re-create" I think this is what we're doing. We're providing wholesome recreation in the worklife of our employees. I do object to the name that was originally suggested, "ESMA", because I can see some of the sharpies back at our company saying, "Well, go kiss my ESMA." We have many capable volunteers working in the recreation and services programs and I feel that the term "management" in the name would create a small barrier to the many capable volunteers who are in the program because they feel "Hey, I'm a worker, I'm a volunteer, I'm not management." What we're really talking about is a program to meet the needs of the employees we are responsible to-so, I feel the term "recreation" should be retained. It's a good term and I think the terms "international" and "employee" should be included in there because they do not eliminate the service groups. They do not exclude the bankers, the public. I think that the term "association" should be retained because we are associating in services and recreation to the employees of the world.

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612 WILMINGTON ISLAND ROAD, SAVANNAH, GEORGIA 31410 PHONE: (912) 897-1612. FOR RESERVATIONS AT ANY SHERATON HOTEL OR INN WORLDWIDE, CALL TOLL-FREE: **(800) 325-3535.** OR SEE YOUR TRAVEL AGENT. ENRIQUE FLORES MORA, NOVA; There are two subjects to discuss here: whether our image is to be "international" and whether to retain the word "recreation". First, I want to ask if NIRA really has plans to be an international association? Coming to the United States once a year for the Conference & Exhibit does not make us international. Being international is being involved in the programs and receiving full support as recreation professionals. So, think about it because in that way we don't need to change. If we really want to give a push the international way, we need to improve our organization and our objectives. As for the word "recreation", I believe if you are a professional it isn't the word that's important, it's what you are doing about it.

**MODERATOR:** The point is well taken, Enrique.

**STEVE CLAPP, ROCKWELL INTERNATIONAL:** I manage a recreation and employee services department with a budget of \$500,000 and I'm constantly having to justify our existence but I resent the fact that I have to be afraid of management at the corporate level and therefore have to change my association's name. It is absolutely unbelieveable that that would have to be considered. The challenge is going to be there whether you change your name or not. And what are you going to do when you do sell the word "recreational"? Are you going to change your name back?

MIGUEL SUAREZ, CYDSA: I would like to read this letter from a member in our region: "As long as NIRA currently includes members in the United States and abroad, it will become imminent to change the term "national" to "international". Also, not only industrial workers take part but NIRA is open to education centers, government, professional associations and other social groups. I suggest that the letter I from "industrial" become the letter C for "community". Therefore, I propose that the Association's call letters in the future be ICRA for "International Community Recreation Association". Yours truly, Carlos Querlo, Region IX.

PAT STINSON, EXECUTIVE DIRECTOR, NIRA: I would just like to clarify one point in that this has been studied quite a bit from the staff's standpoint and it's not something that if voted on, it would take place over night. We do realize that there are a lot of corollary conditions that would be affected such as the CIRA designation, the name of the magazine, the name of the conference, the name of Industrial Recreation Councils, the name of employee associations within corporations. We have taken this into consideration and if we were to go to a referendum and it would pass, it would take about a year to change that because of the cost that would be involved and the smooth transition of changing to a new name. The other point that I'd like to make is that I personally feel that the word "employee services" should be incorporated in that it is widening our scope as Jerre had mentioned. I think we are missing the boat

as an organization and with 2,200 members, we are no where near our potential. I have been with NIRA for six years and for most of them I've been involved with the selling of memberships to companies. I think the potential that we are missing is very important because the name "National Industrial Recreation Association" is not picked up by those other hundreds of thousands of companies in the United States, Canada and Mexico that do not relate to our name. But with the name of employee services, or something of that similar nature, we'd be able to reach these people.

MIKE BROWN, DIRECTOR OF MARKETING, NIRA: 1'm concerned about the financial strength and the longevity of this Association. Pat and myself consistently market the association to organizations. We are out there selling the concepts of employees and companies getting involved with these types of programs. And Ray, we're not embarrassed about the word "recreation" at all. But we feel that when we talk to management, we can open more eyes by going in and asking "Do you have an employee services program?" rather than "Do you have a recreation program?" When we look at what employee services are, we talk about counselling and assistance programs. We talk about social, educational, recreational and service programs for employees-not necessarily just recreation. From the marketing concept, I think we are in favor of a name for our association that when we walk in, we identify ourselves with what our real goals are, financially as well as professionally.

BILL DeCARLO, XEROX CORPORATION: First of all, I'd like to concur with about 90% of what John Leslie, said about re-creating our energy. There is one area, though, if we consider a name change that I'm very much concerned about and that is the area of health or fitness. I say this for a couple of reasons. One, several years ago, I think St. Louis was our first conference in which we tried to have a joint venture, a one-day seminar on fitness. From there on, I believe, we missed the boat. A new organization came to be, AAFDBI, American Association of Fitness Directors in Business and Industry. Their growth, 1 think, has been phenomenal. Interesting sideline on that is the fact that there are two groups in that organization that feel they ought to get into recreation—physical recreation. There are a number of exercise physiologists on the other hand that would prefer to keep their organization "pure", if you will. Dr. Cheraskin told us that we are going to be the physicians of the twenty-first century. If we listen to some of our people today, we realize that fitness and health is a very important part of our business. Unfortunately, "recreation" does not always connote this to those we are talking to-physical fitness or health or well-being or wellness. I really feel somewhere in our organization we ought to define that clearly whether it's in a name or a title change or in a classification of what we're all about.

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### **OPEN FORUM**

(continued from page 27)

ART CONRAD, FLICK-REEDY CORPORATION: Having dealt with this in the Public Relations Committee, there were a couple of points that I think should be recorded in here for further discussion. One is the intriguing suggestion made by Phyllis Smith to maintain the NIRA history of 40 years: to keep "NIRA", but to change the meaning of "N" in NIRA from "national" to "nations", maintaining the call-letters. I'm not advocating, I'm trying to get this into the record for consideration. For example, "Nations Industrial Recreation Association", with the sub-title containing the words in whatever composition they are finally put, "for activities, services and health".

In other words, "Nations Industrial Recreation Association Serving Activities, Services and Health", taking care of Bill DeCarlo's point. There may be other words that would be more inclusive, in the sub-title under NIRA and this would take care of that point. There is one other point that should be made for the record and that is that we just published a new textbook for the first time in 25 years. It was NIRA that published that book and we're putting it into the schools and the libraries, we're getting reviews on it and so on, and the connection there again would be most difficult to transfer. Now, there are arguments against that because the title in the book is much broader than just NIRA, but it was a point that was made strongly. Another point is that to change just for the sake of change was recorded in some of the 60 "no" votes that show on the board. Many corporations have been playing with changing their logos and their titles over the years. The most outstanding one of them is RCA who went to a logo you couldn't figure out and now they're back to their original logo—the dog and the Victrola. So, I think further consideration ought to be given to the subject of a name change.

JIM ROBERTS, LOCKHEED EMPLOYEES RECREATION ASSOCIATION: I'd like to comment on one point that was brought up by the staff about employee services. People come to Lockheed, Sunnyvale, and ask if we have employee services. Yes, we do. We also have a recreation association, which is a separate thing entirely. I feel very strongly that a "recreation association" goes back to that word "re-create" and any leisure activity does indeed "re-create" and therefore anything that people would put into the employee services category that applies to recreation, tickets for events, you name it,

whatever, anything that involves leisuretime activity that falls under recreation, falls under our association, not employee services. Employee services is helping people find a place to live or whatever.

KEN WATTENBERGER, LOCKHEED CALIFORNIA COMPANY: I think the thing that I'm most concerned with is retaining "recreation" in the name because I have been selling and promoting this for a long time and I'm very proud of the word. I'm also very proud of the profession and I'm not involved in employee services, per se. Lockheed has two different programs but I certainly like to see that. I also feel that we're going to have a lot of confusion in a name change. We've been selling NIRA for 40 years and I think that we're gaining momentum in both the importance of NIRA and importance of recreation and I submit that possibly we could be, like Art Conrad suggested, a "Nations Industrial Recreation Association", keeping the NIRA and then using a sub-title. I feel that this is the way that we should go because of the tremendous amount of cost and confusion that would take to move into another name. I think that we can broaden our scope with a sub-title.

SUE SIWICKI, BANKERS LIFE & CASUALTY COM-PANY: I just pulled out one of my business cards and I took a good look at my company's name which is Bankers Life & Casualty Company and there's a big "M" after that. Underneath the "M" it says, in very tiny print, a MacArthur Company. My company deals with insurance. If you just say an "M", a MacArthur Company, you wouldn't know what it was. The point I want to make here is that by maintaining the name NIRA, and by putting in tiny print underneath what the expanded services are, it would provide that marketing value where we would be able to sell it to the public and say, "Hey, we've been around for a long time." Another thing is that we're in our prime. We're at the threshhold of getting out into the public. There is so much recreation that's around it's incredible. If we lose that now, we might as well forget about having an organization in the future.

**JOHN TUTKO, AIR FORCE:** We agonize over the management interest that we hear. We agonize over the term "recreation". We agonize over the management recognition and it appears to me that the one ingredient in this whole controversy is that we've not heard from management. It would seem to me that a service to delegates, to the entire membership, regardless of which

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way we go, would be that the Board consider polling each member—how would he react to a name change and how would his company be more enhanced by it with the addition of "employee services" and "recreation". If, in fact, we were to hear from every management or as much of management as we could, I daresay that might be an influencing factor for the delegate vote at referendum time.

**LEROY HOLLINS, MARTIN MARIETTA:** My title on my business card says "Recreation Director", but my boss sells me as the recreation and employee services director. Any change comes with some kind of resistance. Historically speaking change has always brought good or better results. I think the percentages back from the survey certainly indicate that we should keep "recreation". I think we should. I think that there are a great number here who want to see a name change and I think that with that name change will come the kind of growth that we're looking for.

RON WILLARD, UNITED SERVICES AUTOMOBILE ASSOCIATION: I'm a member of NIRA and also of AAFDBI because the Automobile Association is an insurance company and we find it hard to relate to the word "industrial recreation association" in the sense that we're not in industry per se, but I think that we're very broadminded and realize the objectives of NIRA. However, I have heard only three points made here this morning. The first is people know already who NIRA is,

what the organization stands for. Also, there's a nostalgic point that's been made that NIRA has been in effect since 1941. The third point that's been made is that there's a certain fondness for the word "recreation". However, during the course of this Conference, I have heard numerous people speak about growth. If people know who NIRA is, apparently, there's a lot of people who do not know what NIRA is, and those are people we are trying to attract to industrial recreation. I'm in favor of a name change.

FRITZ MERRELL, OLIN CORPORATION, RETIRED: As you well know, I've been in this organization a long time. This is, I think my 27th Conference and I love NIRA and it means a lot to me. I'm not all together in favor of the name change although I like the sub-title that Art just mentioned and when you get into this organization as long as I have and become dedicated to it as well as your company and the people you serve, to me it will become as important as your church and your neighbors and the people around you. Whether you change the name or not, NIRA will grow and I challenge you to get out and sell NIRA and do the job you are supposed to do as a professional recreation administrator.

**BERNIE WATTS, GOODYEAR:** Goodyear started a formal recreation program in 1920. They began an informal program right around 1902 back in the days when they made bicycle tires and they cleared a lot to play a little

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# **IDEAS CLINIC**



Melvin C. Byers, CIRA NIRA Consultant

Our recreation program is being questioned as to its value compared to the time and expense of operating it. Is there any survey or written material that would help me in presenting a case for its continuation?

NIRA has a considerable amount of material that would substantiate the formation and operation of any industrial employee recreation association and will send you copies. The NIRA publication "Top Management Speaks" is an excellent assortment of testimonials for industrial recreation written by a number of company presidents and board chairmen. The NIRA textbook, "An Introduction to Industrial Recreation: Employee Activities and Services" is also worth review for your purpose.

### **OPEN FORUM**

(continued from page 29)

ball and they had bike races.

They also made rubber horseshoes and they got horseshoe leagues started informally. They made poker chips and they also engaged in that I am sure. In 1920, Goodyear primarily had varsity teams—soccer, baseball and basketball that lasted until the mid-60's and so forth. They all went by the wayside. Back then, the prime emphasis was on spectator sports and I think logically so, because at that time people were working 10-12 hours a day and it was mostly physical labor. Today, we have a complete reversal. We have very few people sitting in the stands. We are out there doing things and I think that's the name of the game as far as we're concerned. When I was in school, I remember reading several definitions on the word "recreation", all of them rather lengthy and academic except one. The one I remember best because of its shortness was "recreation is the use of leisure time". I think that time does encompass fitness. I think it comes to a lot of things that perhaps we're talking about in the realm of employee services. Last, but not least, is a book written by a fellow named Robert Ruark entitled "Something of Value". The Many companies, some with and some without an employee services or recreation program, have endeavored to evaluate this employee relations segment of personnel administration. Although there are studies that indicate valid reasons for such benefits, it is often difficult to mathematically prove. How would one prove the actual worth of the Red Cross, the church, or any organization? Is the time and the money allocated really getting all the results that might be expected? Is it better to have the services and benefits provided by these groups or is there another, less expensive way to get the same or better results?

The area in which we are most concerned is the non-negotiated benefits that management provides and is credited for plus many more benefits they could offer and direct. Some of the non-negotiated benefits cost little or nothing to provide. The vast majority are less costly to management than the costs they now are incurring by the absence of the benefits or will in the future under other circumstances. The values of the program may best be appraised by those companies offering these services which benefit both employee and employer. Those who question the effectiveness of such programs are considerably uninformed and have failed to observe what progressive managements are accomplishing through this personnel administrative segment of business and industry. rm

idea behind this book was that if you are going to take away something of value, like NIRA, what are you going to put in to take its place? I think that's a very important part here. I wrote a letter recommending a name change many months ago and I'd like to rescind that letter.

### GERRY STARKEY, CONVAIR RECREATION ASSOCIA-

**TION:** I'm not totally against a name change. I'd just like to say that putting this Conference on took money. The committee here in San Diego was charged with going out and getting some of that done. I personally had four exhibitors at the Conference and none of them knew what NIRA was and I don't believe that they would know what any other name was unless the regions or the people that are charged with that, the leaders here in this room, get out and tell the people what it's all about. Three of those people have indicated to me that they would join the local IRC and they would become members of NIRA and a couple have already done so.

MODERATOR: Ladies and gentlemen, I certainly thank you for your participation today. I particularly thank those of you that have commented. I think that this has been a fine session and is a fitting end to an extremely well run Conference. I'd like to give all of those involved, Ray, Gerry and all of the San Diego IRC a tremendous round of applause for everything they've done for us.

# NAMES IN THE NEWS

# **Appointed**

Ow Mun Hong, CIRA, recently left his position as Texins Manager in Singapore for a new position with General Electric (USA) Consumer Electronics Pte. Ltd. Initially he will serve as the manager for Employee Welfare and Union Relations, but within two years will head the Employee Relations Department there.

# **Art Conrad Presented Navy League Award**

Art Conrad NIRA Junior Director for Region III and Vice-President for Public and Employee Relations, Flick Reedy Corporation, Bensenville, Illinois, recently received the Distinguished Service Award from the Navy League of the United States for exceptional contributions to the Navy League during 1979–80. The award came at the Navy's Annual Convention in Washington, D.C., on April 8. It is the Navy League's highest honor for one of its members.

Conrad was also elected to a Vice Presidency of the Navy League of the United States and appointed to its executive committee.

His selection for the Distinguished Service Award was unanimous. His citation read, in part: "As national chairman of the resolutions committee he has personally distributed almost a quarter million copies of those resolutions, to bring the Navy Leagues stance and views to people of influence in all walks of life... As a council officer, national director, chairman and member of the National Program committees, he has proved to be a genuine mover and doer who has exerted positive influence locally and nationally."

Conrad, a retired Naval Reserve Commander, and former president of the Chicago Council of the Navy League also has received the Navy's highest award to a civilian—The Distinguished Public Service Award, presented to him by Navy Secretary Claytor in 1978.



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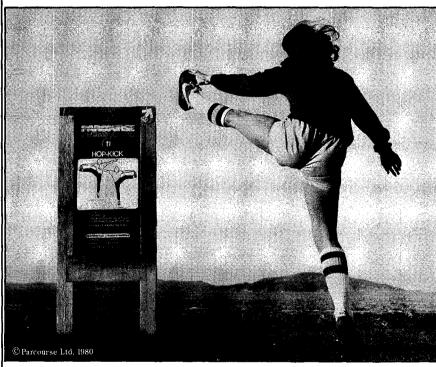
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# EMPLOYEES GET A BIG KICK OUT OF WORKING FOR IBM

(continued from page 13)

an average of 300 women participating in each session. Children of Cydsa employees between 12 and 14 years of age are offered a variety of social activities during their school vacation periods. Vocational aid and psychological guidance sessions given by specialists are also available to these adolescents.

A wide variety of sports activities are also available for Cydsa employees and their families to enjoy. Last year 2,400 workers took part in the corporation's athletic events which include baseball, softball, soccer, football, basketball, volleyball and swimming. In addition, more than 29,000 people were counted at the corporation's numerous social and artistic events and festivities held throughout the year.

# A New Employee Activities Complex

Last June, Andres Marcelo Sada, President of the Cydsa Board, approved the erection of an employee

recreation center. Construction of the center which will include both indoor and outdoor facilities began last July. The project which is expected to be completed by the beginning of next year, will cost about (US\$) 5 million. Located on a lot of 47 acres, the main 75,000 square foot building will encompass gymnasiums, locker rooms, classrooms, an auditorium, cafeteria, administration offices and a library. The finished facilities will also include an olympic size swimming pool, a small picnic area, and fields and courts for baseball, football, volleyball, basketball, soccer and tennis.

Before the project was begun an investigation was conducted on the social, cultural and sports preferences of Cydsa personnel and their families. It was decided that the most efficient method of involving a majority of people in the organization's administration would be to create a non-profit organization integrating a management board made up of Cydsa personnel and corporate representatives. This group would be responsible for managing the association called Club Cima, A.C. More

than 300 people comprise the group representing various hobby clubs, sports leagues, general and auxiliary committees and members of the council. Of these, 120 work full or part-time as administrators, technicians, recreation specialists and support staff.

The Cydsa group believes the physical and mental health of its employees and their families will improve through the regular use of the sports, recreation and educational activities it sponsors. Social events such as dances, parties, crafts and hobby clubs, Cydsa feels, will help its employees to develop themselves personally and to enjoy their families, co-workers and leisuretime activities more. The culture of employees is encouraged through courses and artistic presentations such as dance, music, sculpture, theater, films and lectures.

It is hoped that these events and activities will prompt Cydsa employees to become more fully developed human beings through well-rounded programs of sports, hobby, educational and leisuretime activities offered by the Cydsa group.

# **News In Brief**

(continued from page 17)

The study was conducted at Methodist Hospital in Houston. The researchers took blood samples from 59 marathon runners, 85 joggers, and 74 inactive men, all between the ages of 35 and 66. HDL levels were 65 milligrams per deciliter in the marathoners, 58 in joggers and 43 in nonexercisers. "The results suggest that HDL differences among the three groups were primarily the result of distance running, not dietary factors," the researchers concluded.

# Growth of Bowhunting Spurred by Booklet

The popularity of the 32-page illustrated booklet, "The ABC's of Bowhunting", has been credited by the American Archery Council with a noticable increase in popularity of the sport.

Subtitled, "The Ultimate Hunting Challenge," the booklet by arch-

ery-photographer Chuck Adams captures the flavor of game-hunting (and even game-fishing), using one of man's most primitive weapons. The thrill of the hunt, whether it's big game you're after or nailing varmints, is the thread that leads the novice or veteran nimrod through the pages that are lavishly illustrated with photographs by the author.

To date, according to the American Archery Council, nearly one million copies of "The ABC's of Bowhunting" have been distributed, either through individual equipment manufacturers or from Council headquarters at 200 Castlewood Rd., North Palm Beach, Florida 33408. Single copies are available for 25¢ to cover mailing costs and quantity prices for distribution among outdoor groups and hunt clubs may be obtained by writing the Archery Council.

The booklet covers a wide range of subject matter, from selection and

care of proper equipment to detailed instruction on stalking and still-hunting, to calling varmints and baiting shyer game. The author's own enthusiasm for the hunt is contagious and the bowman-reader will find especially interesting the section on bow-fishing, a relatively exotic branch of the sport.

The booklet contains a detailed examination of the bow, with illuminating discussion of draw, weights of the recurved bow and the relatively new compound bow with its sophisticated pulley system. Various designs of arrowheads are discussed and the author includes an inclusive list of field accessories for a successful hunt.

Author Adams has written a very useful manual for the archery enthusiast and bowhunting novice or veteran. For further information, write the American Archery Council, 200 Castlewood Road, North Palm Beach, Florida 33408.

# **Tournament News**

# NATIONAL AWARD WINNERS 1980 NIRA-NRA POSTAL MATCHES

1980 marked the first year that the National Rifle Association has co-sponsored the annual NIRA-NRA Postal .22 caliber and air rifle and pistol matches. The competition, held from November 1979 through April 1980 drew participation from 465 individuals and 91 teams. Results are listed below.

DIVISION	NAME	SCORE
.22 caliber rifle		
women:	Shirley M. Kulzer 3M Company	195
men:	Daniel C. Comstock Goodyear Tire and Rubber Co.	199
team:	Goodyear Tire and Rubber Co. #1 John C. Morse Daniel C. Comstock Eleanor M. Comstock William R. Porter	788
.22 caliber pistol		
women:	Wanda Grude Public Service Co. of Colorado	167
men:	Norman R. Girardin Pratt & Whitney Aircraft	191
team:	Pratt & Whitney Aircraft Team #1 Al Gowdy Robert E. King Walter Schubert Norman Girardin	736
10 meter air rifle		
women:	Linda Farrell Ford Motor Co.	172
men:	Duane TeSelle	179
team:	Ford Motor Co. Jamestown Cummins Engine James H. Sweetheimer Frank Hirsch Kay G. Anderson Steven Reynolds	694
10 méter air pistol		
women;	Linda Hobart Sandia Laboratory	150
men:	Norman R. Girardin Pratt & Whitney Aircraft	193
leam:	Pratt & Whitney Aircraft Team #1 Norman R. Girardin Merwin A. Andew, Jr. Stanley W. Smith Michael J. Madel	734 

RM, July, 1980

# **Anchorage**

(continued from page 14)

- The development of preliminary bylaws, a membership application, a dues structure and an initial introductory workshop were devised.
- A promotional packet on the new IRC was developed and distributed to potential members in the area.
- Preliminary plans were developed for a half-day workshop for prospective members, utilizing Jim and Jody from Oakland as the principal resource persons.

Throughout the entire period, constant communication was maintained between Oakland and Anchorage. Finally, an itinerary was developed and plans were made for the consultants to make the journey north. Arrangements were made locally for food and lodging, appointments with key officials and facilities for workshop and group meetings.

In the first two days, meetings were held with facility managers representing the local public school district, the University of Alaska and the Parks and Recreation Department regarding prospective use of their facilities by the IRC members. Bylaws of other Region VII IRC's were also reviewed by the core group to get ideas for devising their own.

The final workshop preparation

took place on the third morning and that afternoon the core group and the two Oaklandites anxiously greeted representatives of 27 Anchorage companies.

The workshop included a brief history of the Anchorage IRC movement and information was shared regarding other IRC's in Region VII, including their design, programs, and benefits. Local endorsements including one from the Chamber of Commerce provided strong community enthusiasm for the new venture.

The highlight of the day occurred when the group broke into smaller groups. Here they created some 60 to 70 goals and objectives and more than 100 program ideas for the Anchorage area. Finally, their first activity, a ski and train trip was discussed. The day wrapped up with a stimulating question and answer period.

After a delightful weekend of exploring glaciers, icebergs and frozen lakes and attending a dogsled race, the group, revitalized, returned to their work on Monday.

A luncheon sponsored by the Chamber of Commerce drew 400 people from all over the state of Alaska. Kathy Walker reported on the progress of the AIRC and the backing of the Chamber was insured. The presentation succeeded in recruiting several members in-

cluding the 18,000 participants from Elmendorf Air Base.

The remainder of the day was spent with the core group and consultants where an action plan was designed to reach the goal of full membership in NIRA by May of 1980. The following officers were also elected at this time:

Executive Director: Kathy Walker, Alascom; President: Steve Kenney, Anchorage Sheraton Hotel; Vice President: Karel Milner, ARCO Oil & Gas; Secretary: Diane Adley, Sohio Petroleum; and Treasurer: Dick Thomas, Alyeska Pipeland Service Company.

Deadlines were set for the establishment of bylaws, financial procedures were set up, a proposal was drafted to the Chamber of Commerce for financial and clerical help, and the dues structure was finalized.

The new officers eagerly accepted responsibilities and looked forward to being joined by the four new "at large" board members who were elected later: Virginia Hatch, Alaska State Bank; Jim Fox, 1st National Bank of Anchorage; Bob Dunlap, Elmendorf Air Force Base; and Debbie Kotalik, Providence Hospital. Just six months after the inception of the idea an IRC was established in Anchorage, Alaska. Congratulations, members and welcome to the National Industrial Recreation Association. rm

# **Tourney Fest**

(continued from page 11)

Welfare and Recreation Office staff did a yeoman's job. Membership in the National Industrial Recreation Association helps the office staff do the best job it can.

The Recreation Office's duties included scheduling activities and making equipment available, according to Tom Tronsdal, office chief. He called 1979 a "lessons learned time." Having experienced the big event once, he expects the 1980 Tourney-Fest to be easier to accomplish. A major problem last year was making on-base fields available to competitive teams for softball games.

This year's Tourney-Fest is broader

in scope than the previous competition, according to Jack Emswiler, 1980 Tourney-Fest chairman. New activities include backgammon, skeet and trap shooting, chip-n-putt golf, washer tossing, antique car competition, horseshoe pitching, archery, autocross and a jalapeno pepper eating contest to delight the large Hispanic portion of the base work force. In addition, tug-of-war contests for adults and children and a cabrito (young goat) cook-off have also been placed on the schedule. The goal for this year is to draw 9,500 participants.

Tronsdale is convinced that Tourney-Fest has been a morale booster. "Those of us, military and civilian,

who work together—play together," he stated. Tronsdal notes that activity is generated from the lowest level up to top management stratas. He calls attention to the spirit of competitiveness between activities on the base. "At the bottom line," he reiterated, "it's fun."

Kelly officials are overwhelmed with the success of the Tourney-Fest. Not only has the interest and enthusiasm of employees been at an extremely high level, but by taking part in the friendly competition, the involvement of people has been promoted and their morale improved. Kelly is a giant logistics base on which B-52 and C-5 aircraft are reparied for the Air Force.

- d. Try to use the sidewalks and avoid running in traffic if possible. If you have to run on the streets, make sure you are visible. Always run against traffic and wear bright colors by day and reflective material by night.
- e. Women should not run at night or in isolated areas by themselves.
- f. Running barefoot can be healthy for the feet if it is done only on soft surfaces where there are no objects that can injure the feet.
- g. The ideal running surfaces are soft, such as grass, firm sand, or dirt. Ideally, for a beginner, the surface should be flat with no significant irregularities that can cause excessive twisting of the foot and ankle. Avoid running on surfaces that are slanted, since these will tend to stress the foot and leg that are on the high side of the slant. If you are in an area where you have to run on hills, remember always to slow down when going downhill, since this will tend to decrease the stress to the ankles and knees.
- h. Never strain or push yourself beyond your limits in any way. If you feel uncomfortable when jogging, slow down . . . walk or stop!

# 4. How to log

Run flat-footed. The heal should strike the ground first, elbows flexed at 45 to 90 degrees, with the body leaning slightly forward. Motions should be smooth and rhythmic, with no up-and-down bouncing. Remember, you should be relaxed and comfortable.

Begin and end all jogging workouts with ten minutes of walking. Do not be concerned with distance and speed in the beginning. Be consistent and confortable. We are doing this for fun and fitness. It will take two or three months before you will notice any positive improvements . . . so relax.

## 5. What If I Develop Injuries?

Most injuries in beginning joggers are due to improper training—too much, too soon, too fast. Common sense will prevent this.

Another major cause of jogging problems is related to poor foot structure and improper mechanical functioning of the feet and legs. For more information, contact a good podiatrist who deals with sports medicine problems. A third major cause of problems is improper running shoes, as discussed earlier.

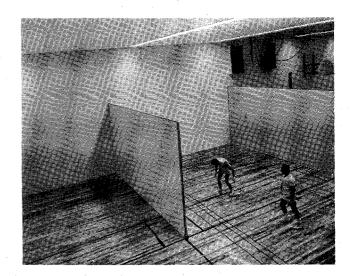
The key words in jogging are consistency, comfort, and common sense. The reasons for it all are fun, fitness, and feeling good.

Dr. Feingold is a podiatrist and sub-three-hour marathoner. He teaches radiology at the UCSD Medical School and is a medical consultant for the Convair Recreation Association Health-Fitness Center at General Dynamics Corporation, San Diego, California.

# **ASSOCIATE PROFILE**

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For more information about our products call the J.E. Gregory Company toll free at 1-800-541-5966. \*\*Information\*\*

# **NIRA CALENDAR**

# **Industrial Recreation Council Meetings**

**Anchorage Industrial Recreation Council**/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

**Associated Industrial Recreation Council/**Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois, Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

**Columbus Industrial Recreation Association**/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Maxine Throckmorton—(614) 223-8412.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)**/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact J. D. Smith—(817) 732-7731.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938

**Denver Metro Industrial Recreation Council**/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

**Houston-Galveston Area Industrial Recreation Council**/ Houston, Texas. Meets on the second Thursday of the month. Contact Nita Davis—(713) 490-2777.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

**Industrial Recreation Association of Detroit/**Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact Bill DeNeau—(313) 237-7753.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

**Greater Bridgeport Industrial Recreation Council**/Bridgeport, Connecticut. Meets on the third Tuesday of the month. Contact Jesus Cirillo—(203) 334-5551.

**Greater Los Angeles Area Industrial Recreation Council**/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 679-4511, ext. 2693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact John Batchelder (617) 357-9500, ext. 3289.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

**New York Industrial Recreation Directors Association**/New York, New York, Meetings are held once a month from September through May. Contact Ron Philips—(212) 697-3600.

**Oakland Industrial Recreation Association**/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association**/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2432.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

**San Diego Industrial Recreation Council**/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714)277-6780, ext. 338.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

**Toledo Industrial Recreation and Employees Services Council (TIRES)**/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the second Thursday of the month. Contact Irene Heavey—(202) 338-8500, Ext. 551.

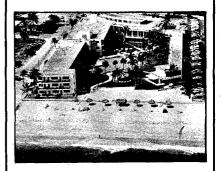
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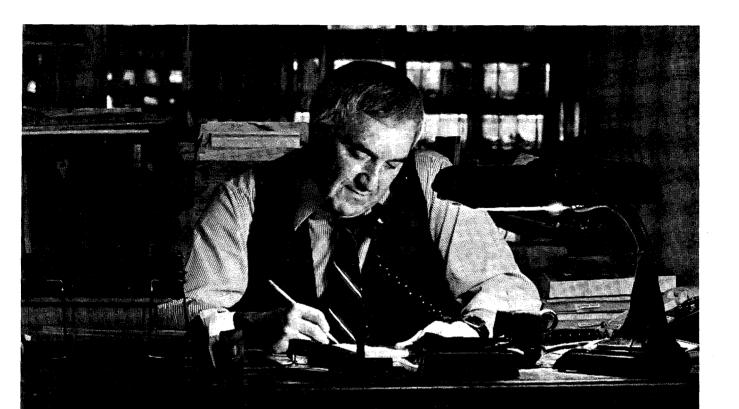
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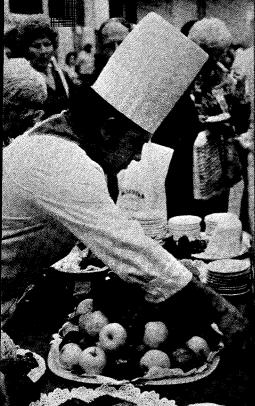
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# What is NIRA?

The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

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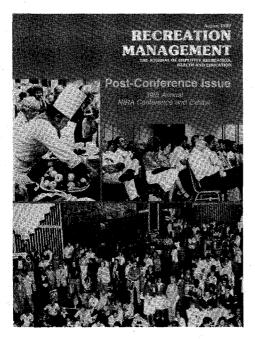
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# IN THIS ISSUE . . .



The Town and Country Hotel, San Diego, California, was the scene of the 39th Annual NIRA Conference and Exhibit May 15–20 and this issue is full of news about it.

Our cover this month depicts three of the numerous activities and events delegates and their spouses enjoyed: a hotel chef presents a platter of fruit at the wine and cheese party held in the exhibit hall (left); capacity crowds (right) take part in a variety of educational sessions; and (bottom), hundreds gather in the convention hall foyer to await the announcement of doorprize winners.

Our cover story, a seven page photo feature, high-lighting conference and exhibit events begins on page 6. Other stories relating to this year's meeting are the introduction of our new NIRA president, Al Ward, CIRA and his Board of Directors (p. 13), announcement of the new CIRA/CIRL's (p. 16), and the presentation of the 1980 NIRA award winners (p. 19).

# Make your meetings more gracious with the Great Lady of Georgia.

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# RECREATION MANAGEMENT

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Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

# **NIRA NEWS**

# **Highlights: Pre-Conference Board Meeting**

The final NIRA Board Meeting under the administration of Immediate Past President Kirt T. Compton, CIRA, was held Thursday morning, May 15, 1980, at the beginning of NIRA's 39th annual Conference and Exhibit.

One of the most important items of business announced was a report on the NIRA name change survey. Of 235 respondents, 172 (73%) favored a name change for the association. Sixty respondents (26%) stated that the NIRA name should remain unchanged, and three respondents (1%) were undecided. A number of other names that were suggested are listed below followed in parentheses by the number of respondents favoring the name and the percentage of respondents that figure represents.

### Names recommended:

Employee Services Management Assn.	19	(11%)
Recreation & Employee Services Assn.	19	(11%)
Employee Services & Recreation Assn.	39	(23%)
Recreation & Employee Activities Assn.	8	(5%)
Employee Activities & Recreation Assn.	23	(13%)
International Employee Services Assn.	45	(26%)
Other	19	(11%)

A decision on what direction will be taken on the NIRA name change proposal will be made at the October Board meeting after all data has been collected.

In business regarding **Regional Management**, it was decided that NIRA headquarters will develop a request form for affiliate IRC's. The form will be used for payment of annual membership dues, filing of current Bylaws and recording of the membership list. Subsequent to receipt of the completed form and payment of dues, an annual Certificate of Membership will be issued. Dates were also announced at this time for the combined conference for Regions III, V, and VIII. The meeting will be held October 3–5, 1980, in Waukegan, Illinois.

A proposal was approved by the **NIRREF** committee to proceed in exploring support for a one year research grant for a full-time graduate student to: develop grant requests from other foundations, work on research projects at the direction of the trustees and NIRA head-

quarters, and be based at a college or university setting. This person will be responsible to the NIRREF Board and the NIRA staff.

The Fitness and Health Committee reported that a liaison with the American Association for Fitness Directors in Business and Industry (AAFDBI) has been made. NIRA has been requested to give a presentation at that organization's annual meeting in Toronto, Ontario, Canada, in September on the topic "Beyond Fitness—A Question of Lifestyle." It was also recommended that NIRA use that opportunity to make a presentation at the conference regarding NIRA services to member companies.

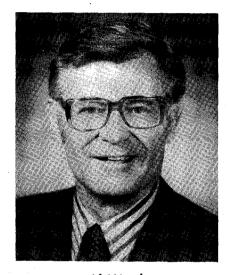
Responding to the Board of Directors decision to reinstate the CIRA/L testing process, that committee approved a revised set of seven questions to be given all applicants/candidates for certification. The applicant will be forwarded the examination after the application for certification is adjudicated to meet the criteria. The examination may be submitted to the CIRA/L Committee in writing by the applicant or the applicant may exercise the option of an oral examination at the annual conference CIRA/L committee meeting. The rating sheet for evaluation of each applicant will be refined consistent with the testing process. The committee recommended that NIRA headquarters office initiate the redesign of the CIRA and CIRL applications immediately and print sufficient numbers as needed.

The Committee on **Site Selection** reported that the Site Selection Guideline publication was approved. This tool gives a Region ideas on hosting a NIRA Conference and may serve as a document to possibly abolish the committee using instead the NIRA staff for planning the National Conference and Exhibit.

A motion was also approved at that time that Columbus, Ohio, be accepted as the host city for NIRA's 1983 National Conference and Exhibit. A second motion was also approved that the NIRA National Conference & Exhibit be conducted and completed in not more than five (5) full days in 1981, in not more than four and one-half (4½) days in 1982, and in not more than four (4) full days in 1983 and thereafter.

# The NIRA President would like a word with you

# . . . about these economic times



Al Ward
Owens-Corning Fiberglas Corporation
1980–81 NIRA President

Economic experts now tell us that the current recession will be more severe, and last longer, than originally predicted. Further, few of them are willing to say when the economy will return to a condition of vitality.

The present conditions, and the unlikelihood of much improvement in the near term, can severely test the skill and ingenuity of Employee Services Administrators. It is not, for most of us, a time for "business as usual". When income and profits are down, and fixed costs up, those of us who have budgets which contain provisions for a great deal of discretionary expenditures are likely to be directed to drastically reduce levels of spending.

To fail to read and correctly interpret the signals being flashed by senior management during such periods, is to court disaster. Both the present and future operations of the Employee Services program may be jeopardized by a failure to quickly bring the program into harmony and balance with the company's recession-fighting effort.

Does this mean we're out of business, or that our entire operation must go into mothballs? Certainly not. On the contrary, it means we have (what can be) an exciting and challenging opportunity to "make things happen", in a very positive way, while spending fewer dollars in the process. A very beneficial side effect of this process can result from the close scrutiny of every program which leads to the elimination or revamping of those which are marginal and the excising of the "fat" which eventually appears in even our showcase programs.

Space does not permit me to develop an array of suggested strategies and techniques for "doing more with less". And, in any event, there is so much diversity and disparity in employee services programs that it would be futile to list specifics. Each of you have a unique program and so require a unique plan for recession fighting.

Let me, however, suggest one very valuable resource that can be so very important to the continued success of your program during this difficult period. It is our good friends, the Associate Members of NIRA. They stand ready, willing, and able to help you stretch those precious dollars and maintain the high quality

standards of your program.

Take full advantage of their offers to handle mailings, print and distribute handbills and brochures, and provide free-of-charge speakers and demonstrations. Basic to their offer, of course, is the NIRA discount on their products and services—always a money-saver!

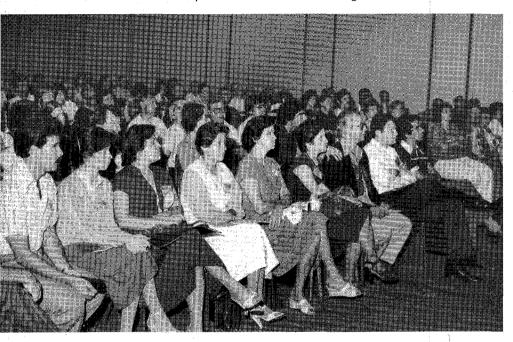
Let our friends help you mitigate your recession/inflation-related problems. In good times and bad, they are there to make your job easier. And remember, many of the pressures which have created problems for you have impacted on them. As you let them help you, you'll be helping them—when you get right down to it, we're all in this together.

For the next several months, things may be difficult, but not impossible. This is not a time for hand-wringing, but rather for creative, imaginative thinking and plain, hard work.

A final thought: we must remember that the things we do—or do not do—can significantly affect the morale and spirit of all employees, on and off the job. When the employee is down, productivity goes down and everyone suffers. We can render no finer or more important service than to strive to continue to do those things which help sustain the spirit of the individual and the strength of the company.

Al While

E. Cheraskin, M.D., D.M.D., (right), featured speaker at this year's opening banquet, also addressed the topic of employee health at a general session the next day. It was standing room only as a captivated audience (below left) learns about NOVA's unique fitness program. Delegates' credentials are verified (bottom) prior to the Annual Meeting and Election of Officers.







# 1980 Conference and Exhibit:

# Growth, Service, Value

"A Fiesta of Action: Growth, Service, Value"—that was the theme and indeed, the challenge, of the 39th Annual National Industrial Recreation Association Conference and Exhibit held at the Town and Country Hotel, San Diego, California. This year's event, which ran from May 15–20, drew over 600 delegates, exhibitors, spouses and students to the annual gathering of NIRA exhibits, seminars and social activities.

Opening day events began at 8 am Thursday when participants began to register. Afternoon sessions included a special orientation for session speakers, chairmen and vice chairmen; a spouses "get acquainted" session and a very important session for first timers and new members in which then President Kirt T. Compton, CIRA, and NIRA Executive Director Patrick B. Stinson, familiarized attendees to NIRA and the NIRA Conference and Exhibit.

The first official function of this year's Conference and Exhibit, though, which brought all conference attendees together was the opening banquet where NIRA delegates, Board members, staff and exhibitors enjoyed a genuine Mexican feast with dining entertainment provided by strolling mariachis. After an official welcome to all in attendance, a captivated audience enjoyed



Patrick B. Stinson NIRA Executive Director

the humorous and insightful words of E. Cheraskin, M.D., D.M.D., Professor Emeritus, University of Alabama, who spoke on the topic "Nutrition: A New Frontier." (The text of Dr. Cheraskin's speech will appear in the September issue of RECREATION MANAGEMENT.

The first full day of Conference activities got underway Friday morning at the regional breakfasts when delegates met with colleagues from their respective regions to discuss local business and conduct regional elections of directors.

While spouses set off for a tour of Old Town, Seaport Village and a

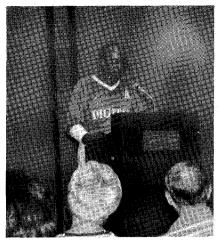
harbor cruise, delegates congregated to hear the conference Keynote address on "Employee Recreation's role in the Personnel Administration Profession" given by Leonard Brice, AEP, Executive Vice President of the American Society for Personnel Administration. Brice presented thoughts on how recreation is viewed by the personnel field and what challenges lie ahead for those in recreation and employee services.

At noon attendees took to the poolside for an enjoyable and entertaining luncheon. Joan Embry, from the San Diego Zoo brought a few of her animal friends to entertain the delegates before they moved back inside for afternoon sessions.

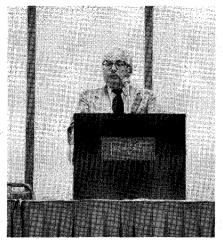
A session on legislation and liability was presented by William N. Kammer and David L. Mulliken of the Gray, Cary, Ames and Frye law firm. The men touched on recent developments in employer liability, availability and use of insurance, and contracts and agreements which impose or avoid liability.

A concurrent session entitled "Recreation and Employee Services Programming" was presented by NIRA member panelists Jack Rinaldo CIRL of Atwood Vaccuum, Nancy Gansmiller of DeVilbiss Co., and J. D. Smith, CIRA of General Dy-

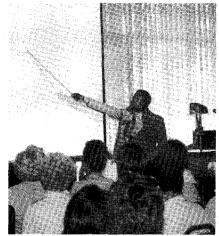
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John Sims Digital Equipment Corporation



Leonard Brice, AEP American Society for Personnel Administration



Leroy Hollins Martin Marietta Aerospace

### (continued from previous page)

namics, Ft. Worth Division. The panelists offered programming tips and ideas suitable for organizations ranging from less than 1,000 employees to those with more than 10,000 employees.

A general session held later that afternoon presented by opening banquet speaker E. Cheraskin, M.D., D.M.D., addressed the ways in which employee recreation managers can improve the health of the company's employees through nutrition.

It was a grand opening indeed that night when the exhibit hall opened at 5 pm and delegates took the opportunity to meet exhibitors on a one-to-one basis. Over 90 exhibit booths representating amusement parks, fitness equipment manufacturers, the travel industry, and clothing, sports and awards manufacturers among others, distributed literature to interested passers-by to interest them in their programs.

It was dinner at 8 at the close of the exhibit hall when conference attendees enjoyed a banquet dinner followed by the outstanding performance produced and sponsored by Six Flags, Inc. This professional group of singers and dancers provided an hour of unstoppable entertainment of "oldies but goodies" with a grand finale tribute to the Hollywood Canteen—reminiscent of entertainment enjoyed by servicemen during the years of World War II.

Saturday morning it was back to

business at 9 am when the first general session of the day was held. The topic, "Fitness Lifestyle = A Question of Balance," was addressed by Dr. Howard Hunt, Chairman of the Department of Physical Education, University of California-San Diego, and Marc Michaelson, Director of the Health Fitness Center, Convair Recreation Association, General Dynamics Corporation.

Following this was a general session by Enrique Flores Mora, Director of Recreation and Cultural Activities, NOVA Alpha Group, and Romero Galecea, Athletic Director, NOVA. These speakers offered session attendees an inside look at the sophisticated physical fitness programs offered employees by NOVA, a large industrial organization based in Monterrey, Mexico.

At the same time, students attending this year's conference had the opportunity to attend a special session planned just for them. Presented by NIRA consultant **Melvin C. Byers, CIRA**, this session gave students an overview of the field of employee recreation and gave them an opportunity to engage in a small group discussion and question and answer period.

It was fun in the sun Saturday afternoon when NIRA conference and exhibit attendees set off for a casual picnic lunch and tour of the General Dynamics Corporation, Convair Division's recreation facilities. The afternoon of rest and relaxation closed with the presentation of awards to

winning participants in the conference tournaments. A wine and cheese party in the exhibit hall climaxed the evening for Conference and Exhibit attendees.

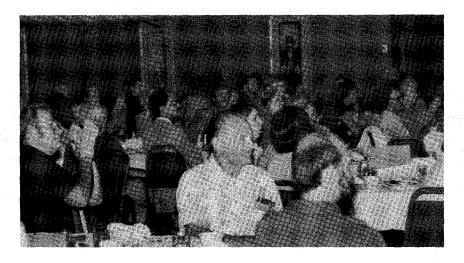
It was back to the agenda Sunday morning when a number of concurrent sessions were held at 10 am. Spouses got together in the Tiki Hut to learn the secrets of quilt designing while exhibitors and Associate members heard from NIRA consultant Melvin C. Byers, and NIRA Director of Marketing Michael T. Brown, CIRA on "Marketing Products and Services to the NIRA Membership."

NIRA members Dan Archibald, CIRA of the Fluor Corporation and Dick Wilsman, CIRA of Johnson Wax Co., discussed the fine points of justifying and supervising the building of recreation facilities. Both oversaw the recent completion of recreation facilities at their respective companies.

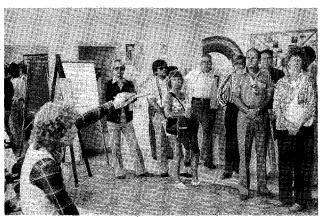
At the same time in another session, NIRA members Leroy Hollins of Martin Marietta Aerospace and John Rath of Sherman Texins Association, Texas Instruments, offered suggestions in their seminar on alternative and supplemental fundraising ideas to support employee programs.

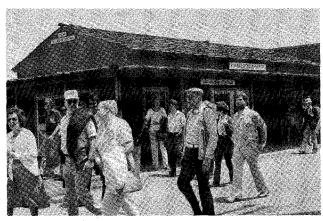
A deli luncheon in the exhibit hall preceded what is probably one of the most important sessions of any NIRA Conference and Exhibit—the Annual Meeting and Election of Offi-

(continued on page 10)



Region VII members (left) listen attentively to a speaker at their regional breakfast. Conference attendees (middle) tour facilities indoors and out at General Dynamics Corporation's Convair Recreation Association. Joan Embry (bottom) of the San Diego Zoo, entertains the delegates with some of her favorite animals at the poolside luncheon.







cers. Presided over by then-president **Kirt T, Compton**, delegates took the opportunity to cast their ballots and voice their choices for the 1980-81 NIRA Board of Directors. (A complete listing of the 1980-81 NIRA Board of Directors appears on page 13.)

A general session conducted by Digital Equipment Corporation's Corporate Employee Relations Director, John Sims, followed the Annual Meeting and election of officers. Entertaining and informative, Sims offered delegates the management viewpoint on employee services and recreation giving tips on how to gain management's support and participation for employee programs.

A night out was the order for the evening as delegates, exhibitors and other attendees enjoyed an "Early California" themed dinner and first class entertainment at Sea World Sunday night. Closed to all but NIRA Conference attendees, the audience was the first to see a new act mastered by the renowned "Shamu" Sea World's most popular attraction.

It was a busy day Monday for NIRA Conference and Exhibit attendees beginning with the 8:30 am opening of the exhibit hall. Before its close two hours later, hundreds of valuable prizes worth thousands of dollars that were donated by the Conference Exhibitors were given to lucky winners of the prize drawing.

While spouses set off for a day of touring the city, lunching in Balboa Park and visiting the San Diego Zoo, delegates concluded their morning by attending their choice of two educational sessions. In "Retiree Programs" presented by Evelyn Herrmann, Chief of the Senior Citizens Section of San Diego, new ideas and trends in programming for seniors were discussed.

The legalities, liabilities and negotiable points group travel planners should consider were presented by Phil Ward, Ward World Travel, and Steve Cushman, Cush Tours, in their







It wasn't all work at the Conference and Exhibit. An evening of dancing at the Presidents' Ball (top), a demonstration in quilt design just for spouses (middle), and a delightfully entertaining musical production by Six Flags, Inc. are a sample of the lighter moments at this year's conference.



Delegates and exhibitors (left) engage in a constructive discussion at the NIRA exhibit hall while below, Mike Bass (right) of Phillips Petroleum and Dr. Charles Kuntzleman of Operation Lifestyle lead some simple exercises at an educational session.



session on Preventing Potential Problems in you Travel Program."

A highpoint of the 1980 NIRA Conference and Exhibit was the Management Luncheon held Monday at noon. Here NIRA honored David T. Kearns, President, Chief Operating Officer and a Director of the Xerox Corporation by naming him the NIRA Employer of the Year. The annual NIRA awards presentation followed (see list of recipients, page 19), and the new Certified Industrial Recreation Administrators and Certified Industrial Recreation Leaders were inducted and awarded certificates (see story page 16.)

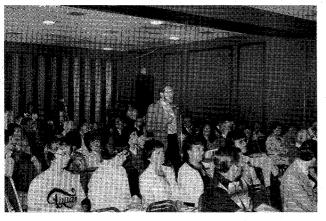
A full afternoon followed the Management Luncheon with four more educational sessions for delegates to choose from: "Employee Recreation Associations vs Corporate Programs" by Helen Mowry, General Atomic, and Bill Ranney, Home Savings and Loan; "The Recruitment and Use of Volunteers" by Alan Benedek, Allstate Insurance Co., Ralph Ferrara, CIRA General Mills Inc. and George Nicoloff, Convair Recreation Association; "Communications and Public Relations" with Jerome Ringer, Cubic Corporation; and "Camping and Family Outings" presented by Dominic Gotelli, California State Department of Parks and Recreation and Philip Horning, Cleveland National Forest Service.

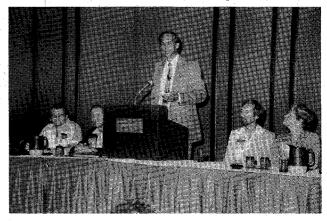
The pinnacle of social activities at this year's Conference and Exhibit was the President's Ball. Following a delectable meal, outgoing **Kirt T. Compton**, turned over the presidential gavel to his 1980-81 successor

**Al Ward, CIRA,** who urged delegates on to "Excellence in the Eighties." Following the ceremonies it was dancing to the late hours to the sounds of Friends Limited.

The final day of the 1980 NIRA Conference and Exhibit got off to an active start at 9 am when Mike Bass, CIRA, Fitness and Athletic Representative of Phillips Petroleum Co.; and Dr. Charles Kuntzleman, National Director of Operation Lifestyle offered an in-depth look at the successful program at Phillips Petroleum Co. presenting ideas participants could incorporate into their own programs. The session closed with the demonstration of and audience participation in a number of stretching and bending exercises in-

(continued on page 12)





John Leslie (left), of 3M Company responds to comments presented by Conference Program Chairman Ray Mendoza, CIRA, (right) of General Dynamics Convair Division at the open forum on the NIRA name change proposal held the final day of the 1980 Conference and Exhibit.

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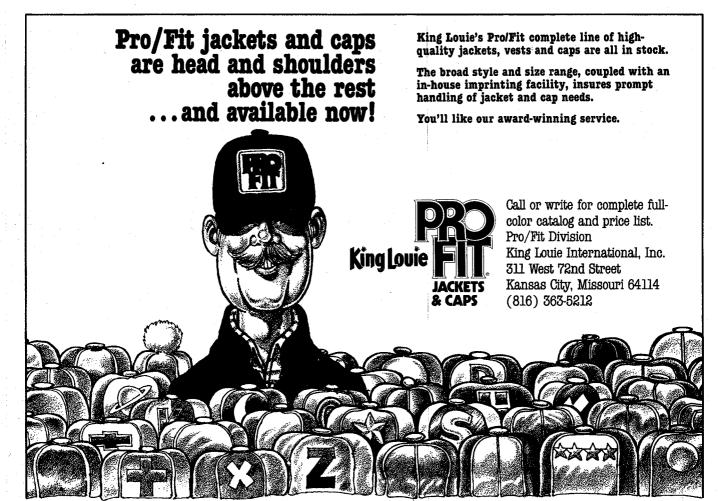
tended to get delegates actively involved in the topic at hand.

The last and probably one of the most critical sessions of this year's Conference and Exhibit followed—"The Pros and Con's of a NIRA Name Change." Here, under the direction of moderator **Richard M. Brown, CIRA**, four NIRA member

panelists offered their viewpoints on changing the NIRA name. Frank Havlicek, CIRA of Motorola and Phyllis Smith, CIRA of Hughes Aircraft presented the con side of the issue and Jerre Yoder, CIRA, and RAY MENDOZA, CIRA, of General Dynamics presented the pro side.

The floor was then opened to all in attendance so the delegates them-

selves could voice their opinions on this very important issue. (See *REC-REATION MANAGEMENT Magazine*, July, 1980, page 21 for a complete transcript of this session.) It was a fitting conclusion to an outstanding Conference and Exhibit thanks to the efforts of Ray Mendoza, General Dynamics Convair Division, and the San Diego Industrial Recreation Council Conference Committee. **In** 



# The Gavel Passes to a new NIRA President

A. C. (Al) Ward, CIRA Manager of Personnel Services for Owens-Corning Fiberglas Corporation, Toledo, Ohio, became President of the National Industrial Recreation Association at our 39th annual Conference and Exhibit in San Diego, California in May.

Prior to being named NIRA's President-Elect at last year's Conference and Exhibit in Rochester, New York, Ward served as Vice President for Regional Management. He holds a Doctor of Law degree from the University of Michigan and a Bachelor of Arts degree in Government from the University of Miami, Oxford, Ohio.

He has been a member of NIRA since 1972 and has been a member of its Board since 1975 serving on Public Relations, Tournaments and Services, and the Nominations and Elections committees.

Currently, Ward holds memberships in the Toledo Personnel Management Association, the Employer's Association of Toledo, the Administrative Management Society, and the National Recreation and Park Association.

President Ward's administration commenced on Monday, May 19, 1980 with the 1980–81 NIRA Board of Directors meeting during NIRA's 39th Annual Conference and Exhibit at the Town and Country Hotel, San Diego, California. At this time NIRA Vice Presidents submitted issues, actions and goals for their respective committees for the coming year. These were presented to make the Board aware of the committees' plans and so that work could begin immediately in efforts to attain their goals.

Ward concluded his first Board of Directors meeting as NIRA's new president with general remarks on what lies ahead for the association, urging each member of the Board to take an active part in making NIRA provide its members with "Excellence in the Eighties."

Presented below is the 1980-81 NIRA Board of Directors.



With a smile and a handshake 1980–81 NIRA President Al Ward CIRA, (right) accepts the presidential gavel from Immediate Past President Kirt T. Compton, CIRA at the Presidents' Ball Monday evening during the 39th Annual Conference and Exhibit.

### **PRESIDENT**

AL WARD, CIRA
Owens-Corning Fiberglas Corporation
Toledo, Ohio

## PRESIDENT ELECT

KENNETH C. WATTENBERGER. CIRA Lockheed California Company Burbank, California

## **VICE PRESIDENTS**

ALAN BENEDECK VP, Public Relations Allstate Insurance Company Northbrook, Illinois

ELIZABETH F. BURCHARD, CIRA VP, Membership Northwestern Bell Telephone Company Omaha, Nebraska

STEPHEN W. EDGERTON, CIRA VP, Tournaments & Services Xerox Corporation Rochester, New York

FRANK HAVLICEK, CIRA VP, Research & Education Motorola, Incorporated Schaumburg, Illiniois

EDWARD C. HILBERT, CIRA VP Fitness & Health Battelle Memorial Institute Columbus, Ohio

(continued on following page)

# 1980-81 Board of Directors

(continued from page 13)

RICHARD WILSMAN, CIRA VP Regional Management Johnson Wax Racine, Wisconsin

JERRE W. YODER, CIRA VP, Finance General Dynamics Corporation Ft. Worth, Texas

### IMMEDIATE PAST PRESIDENT

KIRT T. COMPTON, CIRA Eastman Kodak Company Rochester, New York

### **SECRETARY**

PHYLLIS K. SMITH, CIRA Hughes Aircraft Company Fullerton, California

### **TREASURER**

ALICE R. BUCCA, CIRA
Digital Equipment Corporation
Maynard, Massachusetts

### **DIRECTORS**

GERALD ASCHENBRENNER Wisconsin Gas Company Milwaukee, Wisconsin

ROBERT BALDWIN Associate Member Representative Walt Disney's Magic Kingdom Club Anaheim, California

CHUCK BOUCHARD, CIRL Raytheon Company Andover, Massachusetts

MIGUEL SUAREZ . . Cydsa Monterrey, N.L., Mexico

JILL TIPPIN, CIRA Solar San Diego, California

BERNIE WATTS
Goodyear Tire & Rubber Company
Akron, Ohio

WILLIAM BRUCE, CIRA Motorola, Incorporated Scottsdale, Arizona

ARTHUR L. CONRAD, CIRA Flick-Reedy Corporation Bensenville, Illinois

FRANK A. DeLUCA, CIRA Avco Lycoming Division Stratford, Connecticut HELEN ECKER-McCULLOCH, CIRA Fermi National Accelerator Laboratory Batavia, Illinois

GERALD EADY Monsanto Textiles Company Pensacola, Florida

RALPH J. FERRARA, CIRA General Mills, Incorporated Minneapolis, Minnesota

DALE HAILS, CIRA
Dominion Foundries & Steel Company
Hamilton, Ontario, Canada

ERDEEN HARPER
Nationwide Insurance
Raleigh, North Carolina

IRENE HEAVEY Sperry Univac Washington, D.C.

WILLIAM H. HILL, CIRA Blue Cross-Blue Shield Chicago, Illinois

LEROY HOLLINS Martin Marietta Denver, Colorado

RONALD C. JONES, CIRA Oneida Silversmiths Sherrill, New York

JACK LINDEMAN Exhibitors' Representative Beach Club Hotel Ft. Lauderdale, Florida

JAMES A. McKEON, CIRA Cubic Defense Systems San Diego, California

ROY L. McCLURE, CIRA NIRREF Chairman Lockheed-Georgia Company Marietta, Georgia

JACK MUSOLF Sun Oil Company Toledo, Ohio

ENRIQUE FLORES MORA State of Nuevo Leon Monterrey, N.L., Mexico

DANIEL R. O'REILLY, CIRA Storage Technology Corporation Louisville, Colorado

SUE SIWICKI, CIRA CIRA/L Director Bankers Life & Casualty Chicago, Illinois

GORDON E. SMITH, CIRA Ontario Ministry of Culture & Recreation Toronto, Ontario, Canada

# How to keep



In just one phone call, you can find out how to buy, at exceptionally low prices, famous brand name merchandise for recreational programs, premiums, prizes, incentives, and awards.

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goes on.
So no matter what your needs may be in planning, organizing, and implementing successful programs for employee groups, clubs, or community activities, you're just a phone call away from reliable, factory-fresh, name brand equipment at some of the lowest prices you'll find anywhere.

# CIRA/CIRL's Named At Management Luncheon

NIRA recognizes highly accomplished employee activities administrators and leaders through the only certification program in our field. This year, under the administration of CIRA/L Director **John G. Tutko, CIRA,** the program honored 27 newly qualified members at the 39th Annual NIRA Conference and Exhibit, May 19, 1980. Their names and companies are listed below.

A Certified Industrial Recreation Administrator (CIRA) must have professional status as a paid employee recreation administrator at the time of application. He/she must pass a written examination established by the Certification Committee. He/she must also have (1) five years' experience as recreation administrator or super-

visor with a minimum of one year in employee recreation or (2) a baccalaureate degree in industrial recreation or a related field and one year's experience in employee recreation or (3) a baccalaureate degree and three years' experience in employee recreation.

To be qualified as a Certified Industrial Recreation Leader a person must have (1) three years of experience as a volunteer recreation leader with total responsibility for development and administration of an industrial recreation program, and (2) must document evidence of his/her program by submitting copies of brochures, printed programs, annual reports and other information which will verify his/her responsibilities and leadership.

LW



New CIRA/L's awarded their certificates at the Management Luncheon were (seated L to R): Randy Schools, Gerry Starkey, Steve Clapp, Ralph Ferrara, Alzora Cormack, Lois Hirsch and Frank Chico. (Standing, L to R): John Tutko, CIRA/L Administrator; Frank Havlicek, Curt Brusto, Jim McKeon, Sherm Olsted, Henry Bouchard, Alice Bucca, Dan O'Reilly, Chester Baumgartner and Gordon Smith.

RM, August, 1980

# 1980 Certification Honor Roll

Chester Baumgartner, CIRA

Grumman Aerospace Corporation

Bethpage, New York

Beth Bell, CIRA

Jet Propulsion Laboratory

Pasadena, California

Henry Bouchard, CIRL

Raytheon Corporation

Andover, Massachusetts

Curt W. Brusto, CIRA

Rockwell International

Palmdale, California

Alice Bucca, CIRA

Digital Equipment Corporation

Maynard, Massachusetts

Thomas J. Burke, CIRL

Boston Edison Company

Boston, Massachusetts

Dan E. Callahan, CIRA

Piper Aircraft Corporation

Vero Beach, Florida

Frank Chico, CIRA

People's Gas, Light and Coke Company

Chicago, Illinois

Steve E. Clapp, CIRA

Rockwell International

Downey, California

J. Paul Cochrum, CIRA

Rockwell International

Seal Beach, California

John L. Coleman, CIRA

LaClede Gas Co.

St. Louis, Missouri

Alzora Cormack, CIRA

SSP Industries

Burbank, California

Nelson Ellsworth, CIRA

Province of Nova Scotia

Halifax, Nova Scotia, Canada

Kodak Apparatus Division

Ralph J. Ferrara, CIRA

General Mills

Minneapolis, Minnesota

Frank I. Havlicek, CIRA

Motorola, Inc.

Schaumburg, Illinois

Lois P. Hirsch, CIRA

**Bechtel** 

San Francisco, California

Ow Mun Hong, CIRA

Texas Instruments

Singapore

Michael J. Irving, CIRA

Navajo Generating Station

Page, Arizona

Edward J. Loughlin, CIRA

U.S. Naval Air Facility

**FPO Seattle** 

James A. McKeon, CIRA

**Cubic Corporation** 

San Diego, California

Sherman Olmsted, CIRA

**Dow Chemical Company** 

Midland, Michigan

Daniel O'Reilly, CIRA

Storage Technology Corporation

Louisville, Colorado

David L. Ranson, CIRA

Dept. of the Navy

Washington, D.C.

Gordon E. Smith, CIRA

Ontario Ministry of Culture and Recreation \*

Toronto, Ontario, Canada

Gerald R. Starkey, CIRA

General Dynamics/CRA

San Diego, California

Randy Schools, CIRA

National Institute of Health

Washington, D.C.

Bernie Voorheis, CIRA

Rochester, New York

\*\*\*\*\*\*\*\*\*\*\*\*\*\*

# Golicogong Chicogong

Plan to attend the
40th Annual NIRA
Conference & Exhibit
Holiday Inn Mart Plaza
Chicago, Illinois
May 6–11, 1981

# 1980 NIRA AWARD WINNERS

Employee organizations large and small carried home awards from the 39th Annual NIRA Conference and Exhibit last May. NIRA Awards, the only honors exclusively for our field, recognize excellence in programming, promotion and service. Winners gain international prestige for their organizations and corporate-wide recognition for their contributions to good employee relations and high productivity.

### **EMPLOYER OF THE YEAR**

For outstanding executive support of employee recreation, fitness and services

### **DAVID T. KEARNS**

Chief Operating Officer, Director Xerox Corporation Stamford, CT.

## **NIRA/EASTWOOD AWARDS**

For excellence in overall employee programs 1,000 to 5,000 employees

Fluor Employees Recreation Assn. Irvine, CA

5,000 to 10,000 employees

Convair Recreation Assn.

San Diego, CA

10,000 + employees

Lockheed Georgia Co.

Marietta, GA

### **DISTINGUISHED SERVICE**

For outstanding membership service contributions **Steve Waltz** formerly of Cummins Engine Co. Columbus, IN

# **PROMOTIONAL AWARDS**

For oustanding publicity materials

(1) HANDBOOKS, BROCHURES, GUIDEBOOKS, DI-RECTORIES

First

Convair Recreation Assn.

San Diego, CA

Second

Phillips Petroleum Co.

Bartlesville, OK

Third

Honeywell Inc.

Minneapolis, MN



1979–80 NIRA President Kirt T. Compton presents the 1980 Employer of the Year Award to C. Craig Wright of the Xerox Corporation, Stamford, Connecticut. Wright accepted the award on behalf of David T. Kearns, Chief Operating Officer and Director of Xerox.

### (2) PUBLICITY FOR INDIVIDUAL ACTIVITIES

First

**Storage Technology** 

Louisville, CO

"log"

Second

**Storage Technology** 

Louisville, CO

"Arkansas Raft Trip"

Third

**Phillips Petroleum** 

Bartlesville, OK

"Softball Tournament"

### (3) MISCELLANEOUS PUBLICITY CATEGORY

Ashland Oil Co.

Ashland, KY

"1979 Annual Report"

Convair Recreation Assn.

San Diego, CA

Fitness Newsletter "Dynamic Health"

(continued on page 30)

# **IDEAS CLINIC**



by Melvin C. Byers, CIRA NIRA Consultant

It seems the more we provide our people with recreation facilities and the financing of their programs, the more they want. Sometimes I feel there isn't much appreciation for all the goodies and hard labor we supply. Are other directors encountering similar reactions?

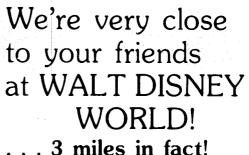
Yes, some other directors have gone through similar experiences of discouragement concerning their fellow workers' attitudes. The major problems may be compared to one's own family circle. The wise parents learn quickly that giving without expecting some return or sharing on the part of the child will result in less appreciation of the value of what is received.

We all avoid mentioning to others, especially on a personal basis, our generosities and gifts given and rightfully so. This philosophy does not apply to groups, especially in the industrial family circle. They must always be reminded in a number of ways that the benefits received are not common practices elsewhere. Modesty is a virtue only on a one-to-one, personal basis and even then can be carried to an extreme placing the giver in a "patsy" category.

Programs offered groups should require some degree of obligation on the part of those participating or receiving the benefits. Most successful employee activities programs are operated in the same manner as business is conducted. This includes budgets and evaluations determined by the employee organization based upon a sharing principle with management's grant or allocation. Too often facilities are not evaluated as part of estimated dollar contributions from management's cash allocations given the employees as a portion of their budget. Whenever this is related to the grant, the employees are quick to realize that their share is comparatively small. Of course, both management and employee will share in the benefits received. Properly administered, the company has much to gain in numerous ways as well as the employee and his or her family who participate.

However, some employees may question the dollars given by the company as dollars that could be added to their paychecks. The amount when analyzed would be quite insignificant in comparison to what benefits are provided the majority who wouldn't have it any other way. The program must always be promoted and have many services and privileges that if compared with outside costs to obtain as a personal expenditure would far exceed the few dollars annually received if it were in the paycheck. Here, again, both management and employees must realize some beneficial return or there would be little reason for a company grant. Salaries are based upon job performance and not on the many benefits provided. As all benefits offered are in one way or another conducive to an indirect or direct benefit to management's ultimate profits so must be those benefits offered through the employee services sector of person-

I would suggest you sit down with your management officials and discuss the objectives of your program, the results to be expected, and how to communicate with your people, especially the employee organization officers as to the values and the principles of sharing in all activities and services offered.



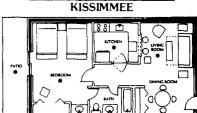
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# **NEWS IN BRIEF**

# **DATO Changes Corporate Name**

The Travel Industry Association of America recently became the name of Discover America Travel Organizations by a unanimous vote of the membership during its annual meeting.

The new name was adopted unanimously for the Association; which was established in 1969 when Discover America, Inc. and the National Association of Travel Organizations consolidated to become Discover America Travel Organizations, Inc.

TIAA, which is the national association of the U.S. travel industry, originally began as a national association of travel officials, established in 1939. Since then the association has broadened its mandate and its programs today represent every component of the U.S. travel industry.

# Career Development Is Focus of Book

This collection of practical articles on career development deals with career issues relevant to people at all levels of the organizational hierarchy. Specially selected from a variety of sources including *Harvard Business Review* and *Psychology Today*, the articles recognize that careers can be managed and that the responsibility for career development is shared by the individual, the supervisor, and the organization.

The authors trace the steps of career development, examining the specific concerns of the early, middle, and late stages of a career. They describe ways of gauging potential for individual career growth and successfully handling the mentor relationship. The special problems of mid- and late careers are explored,

including the threat of obsolescence. A separate section on career issues for women and minorities reveals the institutional barriers that exclude

women from high level jobs as well as the unique career concerns of

(continued on page 22)

### In California IBM's Parcourse Fitness Circuit is popular with huff 'n' puffers as well as serious athletes.

The Hop Kick is only one of 18 exercise stations that comprise a Parcourse Circuit.

Participants are "coached" on exactly what to do and how to use any apparatus provided. Then they walk or jog to the next station.

Each workout is scientifically balanced. The exercises were developed in conjunction with the National Athletic Health Institute. So was the unique "Heart Check" system for self-monitoring pulse rate along the course.

Today, Parcourse Circuits are popular with employees at corporations like American Can, Fireman's Fund, and Xerox. And no wonder.

The system isn't just medically sound. It's also a lot of fun.

In fact, it's a kick.

For details, write to Parcourse Ltd., 3701 Buchanan St., San Francisco, Ca. 94123. Toll Free (800) 227-3323. In California call (415) 931-9444.





# EMPLOYEES GET A BIG KICK OUT OF WORKING FOR IBM

# **News In Brief**

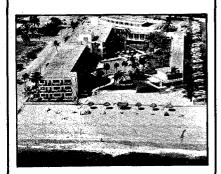
(continued from page 21)

black managers.

Identifying specific strategies individuals can take in the management of their own careers, the volume discusses how to make the "right" decisions about career choices and the planning of career goals. Various kinds of organizational career development programs are evaluated, with emphasis on the effects of these programs in relation to the quality of corporate life. Also included is practical information that organizations can use in planning for or improving their own career development programs.

"Managing Career Development," a series of articles edited by Marilyn A. Morgan, Ph.D., is available through Van Rostrand Reinhold Co., 135 W. 50th St., New York, New York 10020.

# HE beach club



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# Statistics Cited For Women's College Athletics

According to a recent story in the Wall Street Journal, a survey of women's athletic programs at 100 American college campuses indicated that the percentage of women athletic directors declined from 61% to 55% in two years. Female coaches declined from 69% to 65%.

As women's sports programs have expanded at many campuses, the Journal reported, male coaches and athletic directors have taken on an increasing role in managing them.

Some observers feel that men are competing for a higher proportion of the expanding opportunities in women's sports because opportunities in men's competition are static. In addition, more colleges are combining men's and women's athletic programs and naming men as overall supervisors, with women becoming assistant directors.

A footnote to the Journal story stated that enrollment in women's sports programs jumped 52% nationwide between 1971 and 1976, and that spending for such programs has increased fivefold since 1974.

# **Employee Owned Buses Transport Workers**

Another note from the Wall Street Journal cites the increasing use by employees of bus and vanpooling. When seventeen Union Carbide employees in Oak Ridge, Tennessee found their commuter vans full, they purchased eleven 40-passenger buses to bring fellow staffers to work. The employee-busdrivers include personnel and maintenance workers. According to the U.S. Department of Transportation, more than 400 companies have van pools. Employee owned buses, however, are rare.

# Campground Directory Available from Woodhall

The slump affecting much of the RV/camping industry is not reflected in campgrounds. Last year the campground industry continued to grow, according to studies made by the Woodhall Publishing Company whose representatives inspected more than 9,000 U.S. campgrounds in 1979.

Woodhall's gathered its information in the process of publishing its 1,556-page directory of U.S. private and public campgrounds. The directory describes more than 13,000 privately and publicly owned U.S. campgrounds and 2,504 campgrounds in Canada and Mexico.

Several trends point to the continued growth conclusion according to Ms. Linda Profaizer, publisher.

First, according to Woodhall's the investment in new larger parks continues.

Secondly, although only about 75 percent as many new parks were under construction in 1979, the average number of campsites in the new parks increased from 43 per park to 74. Sixty-five percent of these sites are equipped with water, sewer and electrical hookups, compared with 48% in existing parks.

Even more important, new camping opportunities are being provided by the expansion of existing campgrounds rather than the establishment of new ones. In 1968, when Woodhall's began collecting its annual statistics, campgrounds averaged only 27.9 campsites.

The listing of fewer parks in the current edition of the Directory is due to some parks going out of business and to others no longer meeting Woodhall standards for listing.

Campgrounds continue to expand in the traditionally heavy camping

(continued on page 26)

# A New Beginning for the Denver Metro IRC

Thanks to the efforts of three hardworking NIRA members, all current or former members of the NIRA Board of Directors, there's a newly revitalized Industrial Recreation Council in Denver, Colorado. Leroy Hollins, Martin Marietta Aerospace; Dan O'Reilly, CIRA, Storage Technology Corporation; and Fritz Brennecke, Adolph Coors Co., are the three persons responsible for its success.

According to available records there was at one time an industrial recreation organization in Denver operated through the city recreation department. Its activities, however, were limited primarily to intramural sports events between member companies—bowling, basketball, softball and golf among them. The original Denver IRC was not service, culturally or educationally oriented though, and served only the sporting interests of a limited number of employees of its member companies. In the mid-1960's after some 20 years of existence the organization gradually declined until it ceased to function.

In just eight months though, Hollins, O'Reilly and Brennecke have

not only revived the IRC concept in Denver under a new name (the Denver Metro Industrial Recreation Council), they now have a list of 44 company and associate members who are actively involved and making it work once again.

The DMIRC has a broader base of appeal that its earlier counterpart that was run by the city recreation department. In addition to geographically expanding its memberships to the surrounding metropolitan area,

(continued on next page)



In attendance at the DMIRC organizational meeting in March were IRC officers (L to R): Leroy Hollins, President, Martin Marietta Aerospace, Denver; Dan O'Reilly, Vice President, Memberships and Programs, Storage Technology Corporation, Louisville; Fritz Brennecke, Vice President, Activities and Services, Adolph Coors Co., Golden; Diana Lynn, Director of Public Relations, Eurotop Tours, Boston, Massachusetts; Beverly Thompson, Secretary-Treasurer, Martin Marietta Aerospace, Denver; and Carol Vandenberg, Communications, Turn of the Century Restaurant, Lounge and Nightclub, Denver.

RM, August, 1980

it has also expanded its scope of activities. Instead of serving as the community scheduling agent of intramural sports, the DMIRC offers its member companies a variety of employee services and cultural, educational and discount programs common to other NIRA IRC's.

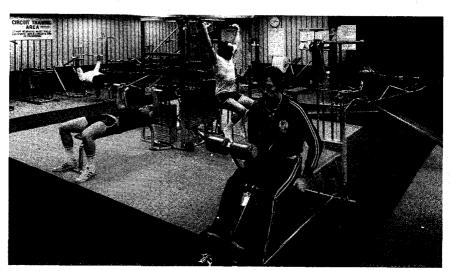
The trio began spearheading the new IRC project last December by calling the Denver and suburban area Chambers of Commerce to obtain a list of prospective companies they could contact with their new proposal. Initially the organizers called on only those companies with 1,000 or more employees rationalizing that the membership of larger, established, well-known companies would give the organization more credibility in the eyes of smaller companies. Their thinking proved sound as a look at the membership list will show. The DMIRC now is actively (and successfully) soliciting the membership of smaller companies. And their rolls grow longer as more Denver area companies, both large and small continue to take an interest in the organization.

The first DMIRC meeting held in March drew 110 people representing 40 area companies and some 60,000 employees. Hosted by associate member Eurotop Tours, the purpose of the meeting was to sell the concept of an IRC to the attendees and to introduce to them the opportunities available through DMIRC including participation discount programs and memberships in NIRA.

At a second meeting the following month hosted by the Turn of the Century Supper Club, (another associate member), a Board of Directors was elected, membership applications were accepted and the concept of an IRC was reinforced. Elected to lead the new organization were: Leroy Hollins, President, Martin Marietta Aerospace; Dan O'Reilly, Vice President of Memberships and

Programs, Storage Technology; Fritz Brennecke, Vice President of Activities and Services, Adolph Coors Co.; Beverly Thompson, Secretary-Treasurer, Martin Marietta Aerospace; Diana Lynn, Director of Public Relations, Eurotop Tours; and Carol Vandenberg, Communications, Turn of the Century Supper Club.

A hearty congratulations to DMIRC organizers, officers and company and associate members. Welcome to NIRA.



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# Fitness/Health Bulletin



by Edward C. Hilbert, CIRA Battelle Memorial Institute NIRA Vice President Fitness and Health



# **EXERCISE AND NUTRITION**

# Good Health Habits That Go Hand-in-Hand

A plethora of books on the market today, each describing a different program, theory or research study claim to provide the secrets of building a body that will enjoy a longer more youthful life. How to sort out the "experts" opinions and determine which program, diet or routine is best to follow for you however, can be most confusing.

What's worked for me is something we've all heard before-regular exercise and good nutrition. Over the years an important part of my personal lifestyle has included some sort of fitness program and watching what I eat. Besides being an active backpacker and outdoorsman, my fitness program is primarily one of daily jogging, 3 to 8 miles per day. That for me, is both manageable and effective. It's not a rate that a beginner is likely to succeed at right away, however, it is what's right for me at this time of my life and at my current level of physical fitness.

When I discontinued my jogging program on different occasions, I not only gained unwanted and unnecessary extra pounds, but my resting heart rate increased to a most unsatisfactory level of 104 beats per minute. It meant my heart was working harder and at a less efficient pace than it did when I kept up with a regular fitness routine. After getting back to my jogging, however, I not only lost 14 pounds, but I lowered my resting heart rate from the previous 104 bpm to a more acceptable rate of 68 bpm—that was motivation enough to keep up the jogging.

Watching what I eat is also an important part of my lifestyle. In fact, for me, watching food intake is much more difficult than keeping active in a jogging program. But I am convinced that without the includion of proper nutrition, exercise is a feeble waste of time. The two go hand-in-hand—regular exercise and good nutrition. Learning to combine

the two in proper amounts is a skill well worth it. Like any other worth-while goal, obtaining one's optimum level of physical fitness requires a continued serious effort. Poor nutrition and poor physical fitness can be attributed to a number of things—lack of time to prepare nutritious meals, stopping in at a fast food restaurant, consumption of TV dinners, or falling prey to the excuses of lack of time or end of the day fatigue that so easily sways many of us to avoid a good physical workout.

Probably even more at fault than these feeble excuses though, is ignorance—a simple lack of knowledge of the best combination of a proper diet and fitness routine that will elicit the healthy results we desire—an ignorance about what are probably the most important things in life—the basic ingredients to building a healthful, longlasting body that will serve us efficiently and effectively throughout our given years.

### **News In Brief**

(continued from page 22)

states. California is still number one with 83,760 campsites, followed closely by Florida with 81,450. Four states have actually increased the number of campsites by 2000 since last year—Florida, Ohio, Texas and Arizona.

For further statistics on the camping industry see Woodhall's 1980 Campground Directory, available through Woodhall Publishing Co., 500 Hyacinth Pl., Highland Park, IL 60035. Phone: (312) 433-4550.

# Everyone Wins with "TARGET-A-THON" '80

"Everyone Wins" is the theme of a unique new shooting-oriented fundraising promotion recently announced by the National Shooting Sports Foundation. Shooters can win a free trip to the Super Bowl, a worthwhile charity will receive muchneeded funds and local sponsors will receive recognition for their publicminded efforts in the local community.

Known as "TARGET-A-THON" '80, the program involves youngsters and adults shooting at special "TARGET-A-THON" targets and collecting pledges from friends and neighbors according to how well they shoot. For an example, if a shooter scored 80 out of a possible 100 and a neighbor had pledged 5 cents a point, the shooter would collect \$4.00 for Cerebral Palsy. All shooters will be eligible for national, state and local prizes.

The "TARGET-A-THON" concept was sponsored on a test basis in Connecticut, Michigan and Pennsylvania last year; and many shooters raised more than \$100.00 each. One raised more than \$600.00.

Bob Delfay, Director of Public Relations for the National Shooting Sports Foundation and coordinator of "TARGET-A-THON" '80, explains, "Last year's pilot programs convinced us of the tremendous potential of this promotion. For example, one program in Connecticut alone raised nearly \$5,000.00. When presented to Cerebral Palsy officials on live television, the contribution was applauded as the greatest single contribution made during the Connecticut telethon."

"Both the NSSF and the National Association of Sports for Cerebral Palsy are encouraged by what we learned last year, and we have made several exciting changes in the program to make it even better this year. Everyone Wins," Delfay said.

This year's program will not only raise significant amounts of money for a worthwhile charity and help to present the shooting sports in a favorable light in the news mediabut will also provide sportsmen and target shooters with an opportunity to compete for a broad range of valuable national, state and local prizes including free trips to the Super Bowl, a week at the U.S. Olympic Training Center, firearms, mopeds and savings bonds. Prizes will be awarded in two age categories—a junior category for youngsters under 18 and a senior category for those over 18.

"We're not suggesting that anyone should participate in the 'TAR-GET-A-THON' just to win a prize," Delfay said, "but those that take part will be helping others, and we think they should be rewarded for their efforts."

Companies, clubs and individuals interested in participating in this new and very worthwhile program can obtain free information by writing: "TARGET-A-THON," 1075 Post Road, Riverside, CT 06878.

# Hypertension Film Loaned Free To Industrial, Civic Groups

Millions of Americans of every age, background and lifestyle have the disease with no symptoms. The disease is hypertension—high blood pressure—and it's the subject of

"THE PRESSURE'S ON", an important new 16mm free-loan film available from Prudential Insurance Company of America.

This 28-minute, color, sound film points out simple ways to detect and control high blood pressure. It clears up myths and misconceptions, using both dramatizations and animation to help explain the condition and provides valuable information about its diagnosis and treatment.

able on free loan to secondary schools, colleges and universities, business, industrial and community groups, and adult audiences throughout the country. Distribution is being made through the 24 regional film libraries of Modern Talking Picture Service.

Requests for free-loan playdates for "THE PRESSURE'S ON" should include first-choice and alternate dates, and be sent to Modern's Film Scheduling Center at 5000 Park Street North, St. Petersburg, Florida 33709.

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# **ASSOCIATE PROFILE**

# **ASSOCIATE PROFILE**

# Trans Alaska Seafood— Delicacies at Discount

# Awards At Discount Through NAMI, Inc.

From the icy blue waters of Alaska comes seafood world renowned for its flavor and quality. King Crab with six foot leg spans, halibut that top five hundred pounds, and a marvelous variety of salmon only begin to tell the delicious and unique story of Alaskan seafood.

Trans Alaska Seafood, Inc. is designed to bring that wonderful variety of seafood to all parts of America at discount prices. Only the finest quality seafood is used and prices are kept low by bringing the seafood directly from Alaskan sources to the consumer. Additionally, Trans Alaska carries shrimp, scallops and lobster from other areas, to complete the 23 varieties of fresh frozen seafood available.

The discount program Trans Alaska has designed is simple and risk-free. The sponsoring club simply distributes order forms, collects the orders without deposit and at a prearranged date the Trans Alaska truck arrives at your parking lot. Your employees simply stop after work to pick up their orders. Trans Alaska products are fully guaranteed, of course, and if someone should forget to pick up their order, there are no obligations.

The Trans Alaska program is also an excellent fundraising program for those recreation clubs that need extra money for their activities, as the club sponsoring the sale earns a commission on all seafood sold. In fact, the fundraising aspect is so good that it is used in communities of all sizes by various non-profit organizations as a primary source of funds. For those employee clubs that are fully funded, this commission can be used as an extra discount to your employees.

In addition to the seafood sales, Trans Alaska can help plan and organize a company picnic or seafood dinner. Alaskan Salmon basted with butter over an open fire, or steamed King Crab can add excitement to any company gathering.

This holiday season, Trans Alaska will also be offering gift packs of assorted seafood for those employers who are looking for an exciting change from traditional holiday gifts for their employees.

For more information about Trans Alaska's wide range of services, please write to:

Trans Alaska Seafood-Business Division

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Bountiful, UT 84010

or call 1-800-453-0920 and a local sales representative will contact you.

National Awards Manufacturing, Inc. of Dayton, Ohio (NAMI), is a truly innovative company in an industry that has been void of change for years. A new concept of screen-printed, personalized trophies and plaques sets NAMI apart from the field. Says NAMI President, Dan Paxton, "We are offering a totally new concept in awards. Traditionally, awards have been the "necessary evil" at the conclusion of an event. Our concept of custom awards where the logo of the presenter is the focal point of the trophy or plaque provides ongoing advertising as the awards are displayed by the winners in their homes or offices."

The response to the NAMI line at the San Diego, NIRA Show was incredibly strong. Says Paxton, "People really don't know how to take us—our atypical marketing approach (a manufacturer selling directly to the ultimate consumer) affords our customers so many advantages that they think we are not for real. In addition to our unique products and our low prices, the quick delivery we offer enables NAMI to compete effectively with local awards dealers across the country."

The style of the NAMI catalog makes the ordering process easy. After the customer has sent his logo to NAMI, he simply orders by style numbers. All catalog prices include engraving and screen printing. Customers actually enjoy the ordering process as they design their own awards by picking the color choices they want.

NAMI awards are extremely versatile. Plaques, for instance, since they feature the company's logo, can be used for anything from a housecleaning award to employee of the week—the engraving distinguishes what the award is for.

National Awards has developed a package for selling to industry through Industrial Recreation Councils. The package involves special pricing presentations to IRC members. To insure that the special pricing is granted, each customer is assigned an account number which is used in the order process.

Information about National Awards Manufacturing, Inc. can be obtained by contacting Denise Hasty or Dan Paxton at National Awards, 919 Senate Dr., Dayton, Ohio 45459. Phone: (513) 433-1755.

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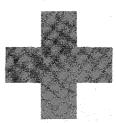
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# PERCEPTIONS OF WORK AND LEISURE

# A Study of Industrial Workers

by Sharon Hunt, Ph. D. and Kenneth Brooks, Ph. D.

To date, job satisfaction studies conducted within industrial settings primarily have sought to define various meanings of work held by people in different occupations and work settings. Most researchers in this area agree that the concept of work meaning overlaps that of job satisfaction. Stanley Parker in his book *The Future of Work and Leisure* (1971) asserts that when a person finds his work satisfying, he is saying that the work has meaning for him, that he can see the purpose for which it is being done, and that he agrees with that purpose. Leisure has also been the focus of a number of sociological studies; however, for the most part, it has been studied independently of work. Substantive research identifying relationships that exist between meanings of work and meanings of leisure is in critical shortage.

Due to the tremendous increase in the public's awareness of leisure, many businesses and industrial corporations have begun to offer recreation programs administered by a full-time director and staff. Charles and Richard Bucher estimate in their book Recreation For Today's Society (1974) that there are about 30,000 companies with active recreation programs and that 34 million employees participate in these activities. Industry has been willing to support these recreation programs in the belief that they improve company morale, reduce absenteeism, alleviate job boredom, promote better relations between labor and management, and facilitate industry-community relations. However, there are other considerations that management has somewhat neglected in its attempt to understand leisure and its implications for industry. There are important aspects of the work-leisure relationship that could prove to be quite beneficial to workers in all types of occupational environments and job classifications. Consequently, this study has examined selected meanings of work and leisure as perceived by workers comprising two different occupational classifications.

This type of study has the potential to provide industry with some very beneficial information. First, if scores on particular work concepts are significantly lower than scores on the same concepts in leisure, then this can tell us something about the need for substituting meaningful leisure activities for meaningless work. Secondly, findings can have implications for the shorter work week. For example, would workers make use of extra nonwork time for engagement in more self-fulfilling leisure activities, or would they use this extra time for additional uncreative use of leisure time? Third, if workers do not use leisure to make up for deficiencies on the job, then arguments for introducing job enlargement and job enrichment in depriving work settings are strengthened. Finally, this study can provide data concerning the way that industrial employees perceive important components of both their work and leisure.

# **METHOD**

# Development of the Work-Leisure Attitude Inventory

In order to examine meanings of work and leisure along a common scale of measurement, a semantic differential instrument called the Work-Leisure Attitude Inventory was developed. The semantic differential is an instrument designed to help individuals express the meaning that a particular concept has for them. In this particular study the concepts were aspects of one's work and leisure-based life such as freedom, creative behavior, etc. The 13 concepts rated in this study were selected, because Robert Havighurst (1957) found them to be significant variables in the leisure-based lives of

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the middle-aged population he studied in Kansas City. The participants in this study utilized bipolar adjective pairs to rate each concept along a 7-point scale. A bipolar adjective pair is two adjectives having opposite meanings such as "good" and "bad" that are placed at opposite ends of the scale. The participant then simply checks off one of the seven positions on the scale depending upon how strongly he feels about the particular concept being rated.

Each page of the final instrument (see Figure 1) contained a statement about a particular concept (such as freedom) occurring in both the work and leisure lives of each of the industrial employees. Therefore, the instrument yielded two scores for each concept statement, a work score and a leisure score. For scoring consistency, the unfavorable end of the adjective pole (such as "bad") was assigned the score 1, and the favorable end of the adjective pole (such as "good") was assigned the score 7. In order to find the attitude that every worker had for each of the 13 concepts, the ratings on all 11 bipolar adjective scales following each concept were added. The possible range of scores for any one concept was 11-77. A score of 11 indicated that all adjectives representing a particular concept statement were rated 1, the lowest possible; while a score of 44 indicated that the rating for that concept was 4, or neutral; and a score of 77 indicated the maximum total possible.

# **Site and Subject Selection**

The Manager of Training and Development of Ashland Oil, Inc., agreed to cooperate in the conduct of this study. Based in Ashland, Kentucky, this company is one of the nation's largest refiners and the leading supplier of products to independent petroleum marketers.

The subjects in this study were employed at Ashland's corporate headquarters, Ashland, Kentucky. A systematic random sample of employees representing two occupational classifications was selected for study. The sample consisted of 50 workers from each of two distinct salary classifications at Ashland Oil. *Exempt* employees at Ashland are salaried and are exempt from the overtime provisions as described by the U.S. Department of Labor; they represent the professional, sales, supervisory and managerial employees of the company. Almost all exempt employees are college trained and many hold advanced degrees because of the technical nature of the industry.

Non-exempt employees are salaried but are subject to payment for overtime. This classification includes all clerical and technician-type employees, such as clerks, clerk-typists, secretaries, computer operators, keypunch operators, lab technicians, stenographers, and mailroom clerks. Their educational background includes a minimum of high school graduation, with many of them holding associate and bachelor degrees.

# Administration of the Instrument

One hundred copies of the Work-Leisure Attitude Inventory were sent to the Manager of Training and Development of Ashland Oil who, in turn, distributed them to the 100 employees chosen for our random sample. The employees were asked to complete their questionnaires and return them within 2 weeks to the Manager of Training and Development who collected them and returned them to the researchers. Forty-one exempt

# **Concept Statements**

- 1. When I am at work/leisure I feel the following ways about myself:
- 2. When I am at work/leisure I feel the <u>freedom I experience</u> is:
- 3. When I am at work/leisure I feel that my opportunity to experience creative behavior is:
- 4. I feel the following ways about time-killing activity in my work/leisure:
- 5. When I am at work/leisure I feel that the opportunity for development of my talent is:
- 6. When I am at work/leisure I feel the following ways about the amount of physical energy that I must use:
- 7. In my work/leisure I feel that my opportunity to serve others is:
- 8. In my work/leisure I feel that the status (or social position) that I occupy is:
- 9. When I am at work/leisure I feel that my opportunity to relax from tension is:
- 10. When I am at work/leisure I feel that the social relationships that I experience are;
- 11. When I am at work/leisure I feel that my opportunity for new experience is:
- 12. When I am at work/leisure I feel that the competition that I experience is:
- 13. In my work/leisure I feel that my opportunity for leadership is:

# **Bipolar Adjective Scales**

1.	Valuable	_:_:_:_:_:	Worthless
2.	Unpleasant	_:_:_:_:_:_:	Pleasant
3.	Important	_:_:_:_:_:_:	Unimportant
4.	Boring	_:_:_:_:_:_:_:	Interesting
5.	Frustrating	_:_:_:_:_:_:	Satisfying
6.	Desirable	_:_:_:_:_:_:_:	Undesirable
7.	Meaningless	$-\!\!\!-\!\!\!:-\!\!\!\!-\!\!\!:-\!\!\!\!-\!\!\!:-\!\!\!\!:-\!\!\!\!:-\!\!\!:-\!\!\!\!:-\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!\!\!:-\!:-$	Meaningful
8.	Bad	_:_:_:_:_:_:	Good
9.	Beneficial	_:_:_:_:_:_:	Harmful
10.	Fun	_:_:_:_:_:_:_:	Not fun
11.	Frequent	_:_:_:_:_:_:	Not frequent

Figure 1. Work-Leisure Attitude Inventory. (All 13 concepts were first scored for work, then for leisure.)

and 30 non-exempt workers responded to the survey representing 82 percent of the exempt category and 60 percent of the non-exempt category at Ashland Oil.

# **RESULTS**

The first of two hypotheses tested in this study was that for each occupational group, the aggregate score for each concept in work and the total score for the same concept in leisure would be independent or unrelated. In order to test this hypothesis, Pearson product-moment coefficients of correlation were calculated for the 13 work-leisure concepts in each of the occupational groups. The coefficient of correlation is a statistic that can be figured by a computer program which determines the degree of relationship between two concepts. In this study, we were looking at the degree of relationship between a concept in an individual's work and the same concept in that person's leisure-based life. The statistical relationship can range from -1 to +1. The higher the numerical figures (the closer it comes to the value 1) the greater the degree of relationship. The positive and negative signs only denote the direction of the relationship. A relationship that is negative suggests that a high score on the one concept (such as freedom in work) is related to a low score on the other concept being compared (such as freedom in leisure). However, all significant relationships in this study were positive correlations, suggesting that a high score on a work concept relates to a high score on that concept in leisure, or a low score on a work concept relates to a low score on the leisure concept as well.

A *t* test for the significance of correlation for each work-leisure concept was also applied. A *t* test simply tells us how much we can rely on our findings. For example, if the *t* test finds that the level of significance for the relationship between two concepts is .05, this simply means that only five in one hundred times would we expect to find a relationship different than that which we found. The .05 level of significance is the generally accepted level of confidence in educational research.

Within the exempt occupational group five of the 13 work-leisure concepts were determined to have significant relationships. The concepts myself, time-killing activity, status, social relationships, and new experience were all positive correlations at the .05 level. A significant positive correlation between status in work and status in leisure, for example, would indicate that employees who were satisfied with their status on the job were also more satisfied with the status they enjoyed in their leisure-based lives. Only one concept, time-killing activity, received low scores in both the work and leisure settings. A significant positive correlation between low mean scores indicated that workers who were dissatisfied with time-killing activity in their work were generally more dissatsified with that aspect in their leisure as well.

Among the subject-salaried employees, 7 of the 13 concepts, freedom, creative behavior, time-killing ac-

tivity, service to others, social relationships, new experience, and competition were related at the .05 level of confidence. Once again, all were positive correlations and all concepts received high scores in both the work and leisure domains except for time-killing activity.

# Chi-square Tests of Independence

In this investigation there was an attempt to determine if two variables were independent of each other or if there was a degree of association between them. A chi-square statistic was projected by a computer program in order to determine if workers' scores on each of the 13 work-leisure concept statements were independent of the workers' occupational group and sex. Workers' scores on the meanings of the 13 concepts in their leisure-based lives were found to be independent of both occupational group and sex. In other words, the fact that one worker was a male and the other a female made no difference in the meanings they attributed to the 13 concepts in their leisure. Likewise, the more professionally-oriented exempt occupational group did not significantly differ from the more technically-oriented non-exempt work classification in the meanings derived from their leisure.

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### **WORK AND LEISURE**

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Test scores on a majority of the 13 work concepts were also independent of a worker's occupational classification or sex. However, it should be noted that scores for 1 of the 13 work concepts were influenced by occupational classification, and scores for 2 were affected by the sex of the worker. Occupational grouping does appear to influence the way in which employees of Ashland Oil conceptualize the meaning of competition in their work. The scores of non-exempt workers are significantly lower on this concept in work than are the scores of the exempt workers, thereby suggesting that non-exempt workers do not view competition in their work as favorably as do the exempt workers. In a similar fashion, sex influences the way in which employees conceptualize the meaning of freedom, and the opportunity for new experiences, in their work. In both cases, the scores of female employees are significantly higher than the scores of their male counterparts, which indicates that women employed by Ashland Oil feel as though they have greater opportunity to experience freedom and new experiences in their work than do men.

# **DISCUSSION**

This study attempted to determine if relationships exist between the way occupational groups conceptualize the meanings of work and leisure. The results suggest that relationships between perceived meanings of work and leisure did exist within both of the occupational categories sampled. It is also interesting to note that all significant correlations were positive in nature, which indicates that an employee who is pleased with a specific aspect in his work is also satisfied with that same aspect in his leisure-based life. Likewise, as in the case of *time-killing behavior*, a worker displeased with the application of a concept in his work was also not happy with the application of the same concept in his leisure.

These general findings seem to suggest a spillover effect, whereby there is interaction between meaning in the work and leisure realms. In his book *Toward* a *Democratic Work Process* (1953), Fred Blum supports the idea of spillover since "Attitudes acquired during work become so deeply ingrained that they are often carried into the life off the job." Robert Blauner in his writing of *Alienation and Freedom* (1964) also supports the idea of spillover as indicated by his belief in "the fact that work remains the single most important life activity for most people . . . and the quality of one's work life affects the quality of one's leisure, family relations, and basic self-findings."

In his book *Toward a Society of Leisure* (1967), Joffre Dumazedier notes that we should not deceive ourselves into thinking that spontaneous activities compensate for the dullness of daily work, because "dull work is most

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### **WORK AND LEISURE**

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often accompanied by dull leisure." If Dumazedier can argue that dull work is usually accompanied by dull leisure, then it is reasonable to assume that a productive and happy work environment will more than likely lead to a productive and happy leisure environment as well. This seems to be the general nature of the findings of this investigation. Employees of Ashland Oil, Inc., feel that their work provides them with ample opportunity to realize positive work concepts. In a similar fashion, they find an opportunity to enjoy the realization of these same concepts in their leisure-based lives.

These findings support the need for introducing job enlargement and job enrichment programs in deprived work settings. A deprived work environment seems to affect not only an individual's attitude in work but also his off-the-job living. Therefore, a healthy work environment will become increasingly essential in a society where leisure is the dominant theme.

In many settings, professional workers view their work much more favorably than do those in positions such as secretaries and technicians. However, in the industrial setting of this study, there are very few differences in the perceptions of exempt vs non-exempt workers in either their work or leisure-based lives. Likewise, the sex of the employees does not appear to contribute significantly to the degree of job satisfaction.

Assuming that the worker is a valid data source in occupational and leisure planning, findings of a study of this nature could serve as an assessment of employee satisfaction in both the work and leisure domains. Thus, the information provided by this investigation could be used to develop strategies for the future realization of favorable work and leisure meanings for employees in various occupational environments.

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Dr. Ken Brooks—Dr. Brooks is a Director of the Center for Professional Development, a field service, continuing education, and research unit of the College of Education, University of Kentucky. He also is a member of the Department of Educational Administration and Supervision. Other research interests include administration, planning, and school facilities. Recent publications include articles in the North Central Accreditation Association Quarterly, and the New York State School Administrator's Journal describing applications of the Delphi Technique.

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**Associated Industrial Recreation Council**/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

**Columbus Industrial Recreation Association**/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesay. Contact Maxine Throckmorton—(614) 223-8412.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)**/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact J. D. Smith—(817) 732-7731.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938.

**Denver Metro Industrial Recreation Council**/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

**Houston-Galveston Area Industrial Recreation Council**/Houston, Texas. Meets on the second Thursday of the month. Contact Nita Davis—(713) 490-2777.

**Industrial Recreation Association of Dayton**/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact Bill DeNeau—(313) 237-7753.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

**Greater Bridgeport YMCA Recreation Council**/Bridgeport, Connecticut. Meets on the third Tuesday of the month. Contact Jesus Cirillo—(203) 334-5551.

**Greater Los Angeles Area Industrial Recreation Council**/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 679-4511, ext. 2693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact John Batchelder (617) 357-9500 ext. 3289.

**Milwaukee Industrial Recreation Council**/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

**New York Industrial Recreation Directors Association**/New York, New York. Meetings are held once a month from September through May. Contact Ron Philips—(212) 697-3600.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association**/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714) 277-6780, ext. 338.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Toledo Industrial Recreation and Employees Services Council (TIRES)/ Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the second Thursday of the month. Contact Irene Heavey—(202) 338-8500, Ext. 551.

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**40th Annual NIRA Conference and Exhibit** will be held May 6–11, 1981 at the Holiday Inn Mart Plaza, Chicago, Illinois. To become involved as a Conference planner or to request delegates and exhibitors' information contact the NIRA office—(312) 346-7575.

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The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

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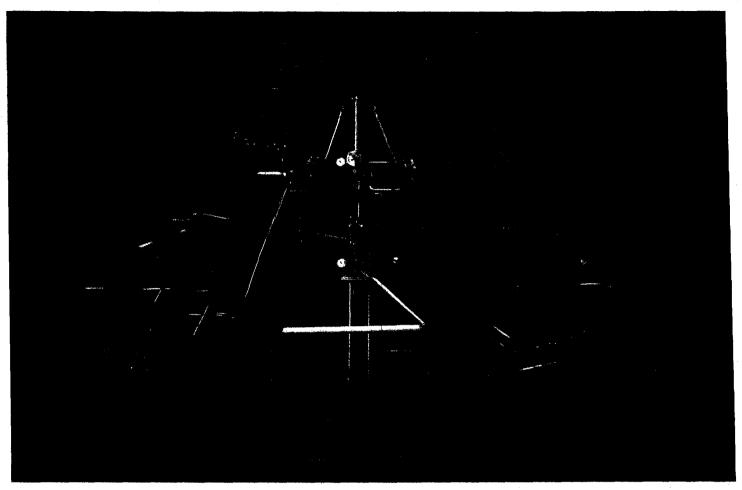
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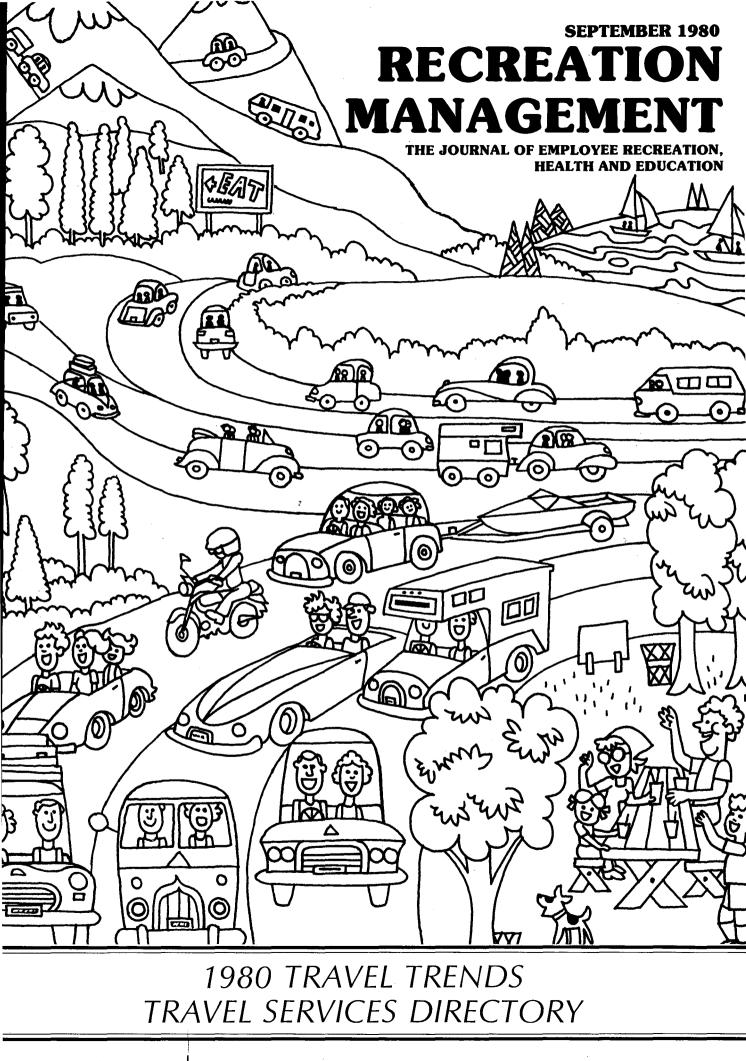






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# **SERVICES & ACTIVITIES**

# **Purpose**

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

# Services and Activities

### RECREATION MANAGEMENT -

Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

**Program Manuals and Information Center** — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

**Periodicals** — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

**Free Clerical Services** — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location. Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Rec-Administrator reation requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

**Employment Services** — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

**Intern program.** Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

# Types of Membership

**Organization** — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

**Individual** — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee. Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

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# What is NIRA?

The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

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# RECREATION MANAGEMENT

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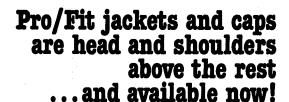
# IN THIS ISSUE . . .

", . . You people will be the primary care physicians of the 21st century. You are the folks who are going to do the doctoring, whether you know it or not . . ."

These are the prophetic words of Dr. E. Cheraskin, M.D., D.M.D., opening night speaker at NIRA's 39th Annual Conference and Exhibit held in San Diego last May. In an edited transcript of his speech "Nutrition: A New Frontier," (page 8), Dr. Cheraskin outlines the role and responsibilities he sees Employee Services and Recreation Directors taking on in the coming years.

Traditionally, the July issue of *RECREATION MAN-AGEMENT* covers the travel field. On page 12, travel trends for 1980 appear in a report by the Travel Industry Association of America. Beginning on page 17 is *RM's* annual NIRA Travel Services Directory with listings of transportation services, entertainment centers, hotels, resorts, travel wholesalers and specialty programs.

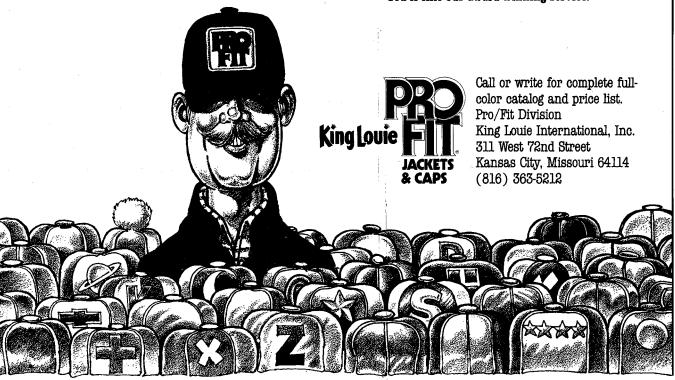
You can learn all about several of our new Associate members in this issue too. On page 7 our Associate Profile column highlights Brunswick Recreation Centers and Sugar Loaf Mountain Resort. And on page 29 you'll be introduced to two more Associate members—Hotel Travel Card and Saucer Golf, Inc.



King Louie's Pro/Fit complete line of highquality jackets, vests and caps are all in stock.

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# RECREATION MANAGEMENT

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Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

# Region I Adds IRC

by Jesus Cerrilla

Director of Industrial Recreation

Greater Bridgeport YMCA

Thanks to the efforts of Frank De Luca, we've another new Industrial Recreation Council in the NIRA fold. De Luca of Avco Lycoming Division, Stratford, Connecticut, Senior Director from Region I, was instrumental in getting the YMCA Industrial Business Division of Bridgeport to join NIRA in July under IRC guidelines.

The YMCA Industrial-Business Division was first organized in 1943 with 15 companies represented at the original meeting. The Council has continued to progress and expand throughout the years. At the helm of the program is the Industrial Recreation Committee of twenty men representing leading local firms, and the Industrial Recreation Director of the YMCA.

In 1954, this committee recognized the need for a recreational program to fit the needs of men and women retiring from industry. In March of that year the first meeting of the new YMCA Industrial Retired Employees Club was held at the "Y". Over the years, the YMCA has continued to provide facilities for the club and whatever assistance they

might need. The club has grown to over 400 men and women with approximately 200 in attendance each week. Managed by its elected officers, the club provides a fine social, educational and recreational program. Topics of interest to senior citizens are presented, bus trips to areas of interest are enjoyed, and worthy service projects form an important part of the club's activities.

Ten years ago, the Industrial Recreation Committee decided to offer recreational programs to employees of business, commercial and service organizations. This year will be the tenth season for its Business/Service basketball league, and the Business/Service softball league is now enjoying its sixth season of competition.

Forty-seven companies were involved in the fall/winter programs with a total of 142 competing teams consisting of more than 1,600 participants. During the 1980 spring/summer program, 50 companies were represented with a total of 144 teams consisting of 2,400 participants. Women participate in a number of

activities; in bowling, softball and volleyball, they have their own leagues. In others, such as pistol, golf and tennis, the leagues are mixed.

The winter sports which include archery, basketball, bowling, pistol and volleyball, and the summer sports of golf, lawn bowling, softball and tennis are sponsored by the Industrial Recreation Committee in the interest of better health and recreation for employees and their families. Participants in the six golf leagues also compete in an annual one day golf tournament at the conclusion of the season.

Two highly successful All Sports Dinners are held each June and September when trophies are presented to the champions and runners-up of all activities for the preceding season. More than 1,200 people attended the last two dinners, following a tradition held since 1944.

In all these ways the Industrial Recreation program at the Bridge-port YMCA serves business and industry by providing recreation and fellowship to the men and women in that community.

# professional services directory

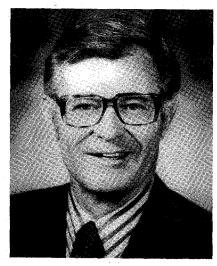
Kotz Schneiden

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# The NIRA President would like a word with you

# ... about the importance of regional conferences



Al Ward Owens-Corning Fiberglas Corporation 1980–81 NIRA President

From time to time I will be turning this space over to a current member of the NIRA Board of Directors to address specific topics of timely interest. This month Dick Wilsman of Johnson Wax, Racine, Wisconsin, NIRA's Vice President of Regional Management, will share with you his thoughts on the importance of regional conferences.

Are you looking for answers to any of the following questions?

- How do you plan and carry out a successful special event?
- Can college interns be used successfully in our program?
- What are the challenges of women who work in employee recreation?
- How can I finance a recreation program?
- Is it possible to run a successful program without a professional staff?
- What new activities can spruce up our program?

These and other questions can be answered at NIRA regional conferences.

NIRA is divided into 10 regions (seven of them in the continental U.S.) with an average of six to eight states per region. One goal of this committee is to encourage the establishment of annual regional conferences scheduled when they will not conflict with the NIRA International Conference and Exhibit held each May. Regional conferences are usually closer geographically than the International Conference, and allow much time for open, frank discussions on problems that may be regional in nature. Such conferences are also important to the local IRC's (Industrial Recreation Councils) as many members of local councils do not have an opportunity to attend international conferences. The experience they gain by associating with colleagues on the local level is one of the most valuable assets of these meetings.

The NIRA guidelines for international conferences recommend sponsorship from within a region by local IRC's. Hosting of a regional conference by a local IRC is an excellent tool for future consideration and sponsorship of an international conference. A pattern has been developed by NIRA in regard to which regions will be asked to consider hosting the international conference. This information is available by contacting the national office in Chicago or by writing any of the Board of Directors individually.

Why attend a regional conference? The primary purpose for attending is to exchange ideas with other recreation directors in order to

further develop your own employee recreation program and improve employee services for your corporation. Specifically, its purpose is "to promote a better understanding and closer relationship among NIRA members, between regular, affilliate, and associate members and between members and the NIRA organization; to showcase the services available through NIRA at all levels so as to attract new members; and retain current members; to stimulate the educational growth of employee services administrators so as to enhance their professional knowledge and skill.

NIRA's Regional Management committee, comprised of current members of the board of directors, serves as regional management advisors. Those currently serving are: Bob Baldwin, Walt Disney's Magic Kingdom Club, Anaheim, California; Jill Tippin, Solar Employees Recreation Association, San Diego, California; and Ken Wattenberger, Lockheed Employee Recreation Club, Burbank, California, from the southwest; Enrique Flores Mora, State of Nuevo Leon, Escobedo, Monterrey, N.L., Mexico and Gordy Smith, Ontario Ministry of Culture and Recreation, Toronto, Canada representing our international regions; Elizabeth Burchard, Northwestern Bell Telephone Company, Omaha, Nebraska and Dan O'Reilly, Storage Technology Corporation, Louisville, Colorado, representing the midwest and Chuck Bouchard, Raytheon Company, Metheun, Massachusetts, representing the northeast.

These people may be contracted for assistance in setting up regional conferences or to obtain further information about them.

# **IDEAS CLINIC**



Melvin C. Byers, CIRA NIRA Consultant

I am the personnel manager for a large hospital and have many times talked to our director about offering employee services. He doesn't seem to be interested in having me do more than routine personnel work and assisting with labor contract negotiating. How can I create a greater interest toward employee relations through services?

Although they are not entirely alone in this respect, there are some businesses and industries that operate on the blue collar-white collar philosophy. It is most difficult for the professional personnel administrator to break these long established barriers of class distinction, privileges, and separatism. Fraternization between supervision and employees was a "no-no" in the early stages of industrialization, and, like the mumps, it still pops up far too often.

There is considerable reluctance on the part of some supervision to become even a little friendly with their employees. This is an indicator of insecurity and lack of leadership or confidence in their own make up. In some instances, there appears to be a "we and they" attitude among some management officials. This only fosters and encourages not only spearatism between various employee levels but promotes the challenge of battle and confrontations. This practice has a tendency to stimulate a greater lack of cooperation, joy, loyalty and dedication, as well as create one or more camps of dissension. To overcome what often is termed low employee morale, the personnel administrator then has an educational role to perform—explaining the many opportunities to bring about a change.

Employee services is one element that can be used toward such a change but many other factors must also be initiated to obtain the best total results. I would suggest that you develop a set of objectives for establishing an employee services program and discuss them with your superiors. It appears that your superior feels you already have ample work and fears any additional tasks would lessen your effectiveness on things he feels are more important. It may require considerable sales and educational efforts on your part to be able to devote much time to change and development of employee attitudes and cooperation. But keep trying at every opportunity.

... Employee Services is one element that can be used toward such a change but many other factors must also be initiated to obtain the best results ...

All employees—union, non-union, professional, and others—must be brought under one umbrella of employee services that is always offered by management in order to accomplish any outstanding results. However, many industries and businesses have and are now piecemealing the employee services sector into their personnel operations, and we must say a piece of the pie is better than none. Eventually, under proper guidance, this element of personnel administration will grow and prove itself to be one of, if not the greatest, contributions to the industrial relations operations.

# **ASSOCIATE PROFILE**

# **ASSOCIATE PROFILE**

# National Bowling Program Offered By Brunswick

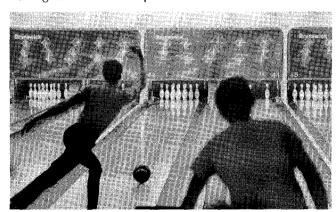
Brunswick Recreation Centers, a Division of Brunswick Corporation, operates over 250 bowling and family recreation centers throughout the United States, Canada, Europe, South America and the Far East. Represented in nearly every major market in the continental U.S., BRC offers NIRA members a unique opportunity to develop a national bowling program for their employees.



BRC will host free introductory bowling parties on either a local, regional or national scale for any organization wishing to start a bowling program. During one recent three-day period, over 1,000 employees of Texas Instruments attended bowling parties at the BRC in Lubbock, Texas. Learn-to-bowl courses may also be arranged.

Features offered exclusively to league bowlers include a computerized "League Record Service", "League Funds Deposit Service", an outstanding awards program and automatic entry into BRC's showcase tournament, "Bowl Your Way to Europe".

Club 55, for seniors, and the Junior Friendship program offer bowling at discount rates. Dial-a-Lane, BRC's special telephone reservation system, has eliminated having to wait for an open lane.



A major corporate sponsor for the Muscular Dystrophy Association, Brunswick Recreation Centers nationwide have raised over two million dollars for MDA by sponsoring bowl-a-thons twice a year.

For further information and a listing of BRC centers write to: Mr. Randy Wagner, Public Relations Director, Brunswick Recreation Centers, One Brunswick Plaza, Skokie, Illinois 60077. (312) 470-4184.

# Sugar Loaf Mountain— A Year-round Resort

Picture yourself cruising down a wide open run on a crisp winter day after a fresh-fallen snow. . . . soothing tired muscles in a sauna and its accompanying heated outdoor pool . . . teeing off an elevated green on a beautiful fall afternoon as the northern Michigan hardwoods turn color . . . serving breakpoint in a nip and tuck tennis match . . . dancing til morning to lively entertainment . . . enjoying a delectable meal as the sun sets over Lake Michigan.

Sound like fun? Sugar Loaf Mountain Resort in Cedar, Michigan, can mean these pleasantries and much, much more. Located 20 miles northwest of Traverse City on the beautiful Leelanau Peninsula, Sugar Loaf's recreational amenities are complimented by an array of local attractions.



Twenty-three runs serviced by 6 lifts supply every level of skier with their choice of challenges. Long trails, up to a mile in length wind their way down the largest vertical drop in the lower peninsula of Michigan. The midwest's toughest run, aptly named "Awful, Awful", awaits those who call themselves experts and nordic enthusiasts are satisfied by miles of cross country trails meandering around the mountains.

A four court indoor tennis complex supplements five outdoor courts, allowing year-round play and for the golfer there are 7,000 yards of scenic tees, fairways, greens and sand.

One hundred fifty luxurious lodge rooms and 60 townhouse condominiums provide comfortable and affordable lodging accommodations.

Sugar Loaf offers a variety of group package rates throughout the year. Golf, tennis, and skiing discount plans are available to NIRA member associations upon request. In addition, special fall *Inflation Fighter* room rates of \$24.80 in lodge rooms September 1 through November 26th! For more information contact SALES DEPARTMENT, Sugar Loaf Mountain Resort, Route One, Cedar, Michigan, 49621. Phone: (616) 228-5461.

# NUTRITION A New Frontier

from remarks by E. Cheraskin, M.D., D.M.D. at the 39th Annual NIRA Conference and Exhibit



Dr. E. Cheraskin, M.D., D.M.D., spoke at the opening banquet of NIRA's 39th Annual Conference and Exhibit held in San Diego in May. His topic for the evening was "NUTRITION: A New Frontier."

Dr. Cheraskin is Chairman of the Department of Oral Medicine, University of Alabama, and author of the best-selling book "Psychodietetics." He holds AB and MA degrees from the University of Alabama and an MD degree from the University of Cincinnatti School of Medicine. He also went on to obtain his Doctor of Dentistry degree from the University of Alabama. He is the author of 15 books and more than 150 other professional publications and journals.

An edited version of the evening's talk appears below. To obtain the unabridged version of this and other seminars held at the Conference and Exhibit contact Transcripts for Tomorrow, Inc., 600 South Federal Highway, Suite 211, Deerfield Beach, Florida 33441.

Thank you for that very gracious introduction. I'd like to set the record straight because in his graciousness he sort of implied that I'm an expert at some things. Let me just say at the risk of being misinterpreted, that I don't view myself as an expert in anything. I come here simply as a clinical investigator who is fascinated with your industry because, you people will be the primary care physicians of the 21st century. You are the folks who are going to do the doctoring, whether you know it or not and you might as well accept the responsibility now because you see, health is the fastest growing failing business in America.

Sickness is doing just great. It's health that's the fastest growing failing business. Just five years ago, the average hospital bed in America cost \$100 a night. That's if you laid quietly as if you were dead and didn't ring the bell. If you ring the bell, then it really starts getting expensive. That bill has gone up to \$150 a night today and, according to the American Hospital Association the average hospital bed in a matter of two or three years is going to be \$1,000 a night. So, health is indeed the fastest growing failing business in America. The question is why and what can be done about it.

Let me begin by asking a question—What would you say if I asked, "Is there any difference in the life expectancy of a young, New York male, living in New York City, eating New York food and breathing New York air and drinking New York fluid and the life expectancy of a man the same age as the New Yorker, living in upper Sweden, eating northern Swedish food and drinking northern Swedish fluids. The expected an-

swer is that probably the Swede lives longer than the New Yorker. Well, that is a fact. If you push people for something more than that like how many years longer, the usual answer is ten years. The fact of the matter is that study has been done—there are many of those kinds of studies that have been done. It just happens to be the most dramatic and that's why I picked it. But the truth of the matter is that if you examine the data the difference in life expectancy between the Swede and the New Yorker is 39 years. Yes, 39 years.

The point is that some people seem to do better in this world than others. That is a fact of life. And, when you get down to examining why some people seem to live longer and better than others, it seems it has something to do with their lifestyle—with the air they breath, and the water they drink and the food they eat.

I had an interesting experience: my colleagues and I wrote 12 books for the medical profession which have met with polite apathy, meaning that nobody read them. Then we wrote a book for the public called "Psychoidietetics" which took off and made the best seller list. I suddenly found myself on national television on a talk show where I had the opportunity of visiting with that famous Japanese lieutenant who was in the Philippine jungles fighting World War II 30 years after the war ended. He did what any good soldier does—he continued to fight and he single-handedly destroyed half the Philippine army. They never could catch him and he was bumping them off every day. When they finally fished him out of the jungle, they took him back to Tokyo to find out that it is what makes a man do his job so well for so long, and all of the experts in Tokyo said he was just the healthiest creature they ever examined.

I sat next to him on that television show as close as two chairs can get and I took a good look at him. He looked like he was 25 years old; I know he had to be in his 60's just by sheer arithmetic and, as it happened, he was. I got to talking to him. For example, I asked him about his teeth: he had beautiful teeth and he assured me that he had never brushed his teeth in 30 years. The point of the story is he did everything wrong according to what I learned in school and he looked good and he sounded good and for a very good reason—because our medical problems are not medical, they're social. They have something to do with the air we breathe, the water we drink, and the food we eat.

Well, you might say that's so simple, everybody knows that. He's not really saying anything terribly new. Well, maybe I'm not but most people don't really believe what I just said. There are millions of Americans who are constipated but I'll take bets there isn't a one that has a deficiency. And there are millions of folks with headaches and I don't ever see one that has an aspirin deficiency.

Last year, 25 million Americans took valium, one

out of eight people in this country and there isn't a soul who has a valium deficiency. So there's something wrong with the system. We're not looking at the problem the way it is. What we're not doing is recognizing that our medical problems are not medical, they're social. And the question is what is so difficult about accepting the fact that our problems are social? The answer is that everybody has a philosophy about everything that they do. From walking across the street with a green light which most of us do, to who is healthy and who is sick and who is happy. And the philosophy that we have of health and sickness is something that obviously is not genetically determined, it must be learned either in biology class or medical school or in exercise physiology or wherever it is that you get your training. So it might be well for us to take a couple of minutes to look at the philosophy of health.

Well, anybody in this room who has ever said "I caught a cold", is actually saying that there are germs running up and down these aisles. And they suddenly grind to a halt on the eighth table and they make a right turn and they jump into the fellow sitting on the edge there and he awakens an hour later and says, "I'll be damned, I caught a cold". That's what catching a cold means. Well, that's ridiculous of course and even in

"... Health is the fastest growing failing business in America. Sickness is doing just great ... The question is why and what can be done about it? ..."

1850 when Louis Pasteur and all the heavies in those days talked about the germ theory, there were people who challenged it. There was a fellow by the name of DesChamps who got up before a group like this and said, "Ladies and gentlemen, germs don't cause disease, as you've been told. They contribute to the disease, but they don't cause disease." And the folks in the audience were so upset with him they jumped up and down yelling, "Prove it! Prove it!" He said, "Okay, I'm going to rub the worst cholera germs on this piece of bread that I can get and I'm going to eat this sandwich right in front of you. If my constitution is good, I won't get cholera." And the people in the audience jumped up and down yelling "Do it! do it!"

### **CHERASKIN**

(continued from previous page)

So, DesChamps got himself a piece of bread and he rubbed cholera germs on it and then he called his assistant standing behind him and he said, "Kid, come up here and eat the sandwich" and the kid ate the sandwich and lived.

What does that tell us? It says that cholera germs don't cause cholera and no germs cause nothing. They contribute to disease as they land on the right soil. And the right soil is a function of the air we breathe and the water we drink and the food we eat. So, we're going to have to change our minds about germs. Put them in perspective. And until we do that, then health will continue to be the fastest growing failing business in America.

We're also going to have to dismiss what we learned in school, mainly that there are all kinds of magic bullets. Like what does vitamin B-2 do and what's good for arthritis? As if there's a diet for example that's good for arthritis but bad for the gums. You hear people make -statements like, "My doctor has me on a diet for my arthritis but my eyeballs are beginning to bulge out." Well, if the eyeballs are bulging, there's something wrong with diet. But the answer is "But my joints feel better." That's not the point, the easiest thing in the world to do is make people feel better. In my business, all you have to do is give everybody who comes to see you a shot of morphine. And they'll all dance out of your office. Of course, they'll all dance back in again in three hours for another shot and you'll have the fanciest practice in town for about three weeks until they dance you off to jail. So it's no big deal to make people feel better. The question is to make them feel better physiologically. And common sense alone would suggest that if the diet is good for the joints, it ought to be good for the mouth and the head and yet we don't believe that.

"... You people will be the primary care physicians of the 21st century ... you are going to do the doctoring whether you know it or not ..."

For example, dentists, will tell you that sugar is bad if it sticks to your teeth. But if you shove it up your nose, down your throat, past your teeth, it will be good for your hemorrhoids. Here is a nutrient which ruins the body from the diaphragm up and heals the body from the diaphragm down.

Anyhow, we have this weird notion that there are nutrients which are good for the top of the body and there are other nutrients that are good for the bottom of the body—it doesn't work that way. It is true that maybe a nutrient has been studied in one part of the body more than the other so it seems like it's more important for one part of the body than it is for another—that may be. But, common sense will suggest that there ought to be a good diet for health and therefore, all other diets ought to be bad for health or another diet ought to be good for sickness. Now, it may sound like what I'm saying is that everybody should eat the same and I didn't say that. I said there are characteristics of a good diet that are good for all parts of the body but within that diet, some people need more of that good diet than others.

For example, smokers need more vitamin C than non-smokers because tobacco interferes with vitamin C metabolism. We have done studies at cocktail parties—sneaking up on people. You can imagine one of these jumping cocktail parties where the place is blue with smoke and half the folks are breathing abdominally and half are breathing thoraxically and you sort of sneak up on one of them that just arrived as a non-smoker and slip a catheter to them and get a urine sample. We don't do it quite like that but we have studied the urine of non-smokers by asking for samples and the average urine of a non-smoker freshly arrived at a cocktail party has about 10 nanograms of nicotine per cc urine.

If that non-smoker stands next to a smoker for an hour or two at a cocktail party, the nicotine in the urine will increase eight-fold. So about 80 nanograms and will wind up on the average being about 4/5 of that of the smoker. So put in very simple language, it is possible to be smoking 4 out of 5 cigarettes as a non-smoker. So there are really three kinds of people, there are smokers but they are really smoking smokers, and there are non-smokers, non-smoking, non-smokers and then most of us are really smoking, non-smokers. And our vitamin C levels may be imbalanced by virtue of that.

So it is not the disease that people have that dictates the diet, it is the fact that they choose to smoke, it is their lifestyle. It makes those kinds of people need more vitamin C than those who don't smoke or live work or sleep with a smoker.

Women who go on the contraceptive pill have all kinds of problems, that's well known. What is not well known is that most of the problems associated with the contraceptive pill are not caused by the pill. They are caused by the imbalances in vitamins produced by the pill so that one who elects to stay on the pill should be taking certain vitamins. Vitamin C is one of them.

There is scarcely a drug on the market that doesn't louse up metabolism. Aspirin is a good example of a common agent that messes up vitamin C. And there are other lifestyle characteristics. People live near freeways and inhale lead—they didn't do that 20 years ago. And vitamin C is an excellent chelating agent, it pulls out lead. So, what about a woman who lives near a freeway, who's on the pill, takes aspirin regularly and smokes. This is not an uncommon creature. That person might

need 10 times or as much or 100 times as much vitamin C as a person who does not engage in those lifestyles. The important part is that it is not our diseases that dictate our diet, it is our lifestyle. It is what we choose to do or choose not to do that makes it more important for one person to take more of one vitamin than another.

So, we're also not only going to change our notions about germs, we're going to have to change our ideas about what is a good diet and what do vitamins do. And, tomorrow I'll show some charts and graphs, showing how devastating our lifestyle can be to our defense systems—like eating an ice cream cone which can destroy certain defense systems for five hours. We have trained ourselves in our culture so that the name of the game is the name. We're not satisfied until we give our problems names. When you think of vitamin C, you think of a British sailor laying on the deck of a British ship with his teeth exploding out of his head. That's called scurvy. And if you haven't recently seen a British sailor lying on the deck of a British ship with his teeth exploding out of his head, then obviously scurvy does not exist.

When common sense would suggest that just as there must be shades of gray of anger and weight, why can't there be shades of gray of vitamin deficiencies. Why can't there be somebody whose half scorbutic. If we have to give it a name, mini-scurvy or hemi-scurvy or demi-scurvy or midi-scurvy because we are hung up on names in our society. Vitamin C means scurvy, B1, beri-beri, B3 cholera and what about vitamin E? Vitamin E is a vitamin in search of a disease. It's only problem is it doesn't have a name, therefore, there is no problem. We have recently published a paper showing that 50% of doctors do not meet the minimum requirements for vitamin E.

Speaking of doctors, one of my interests since 1965 has been to study the health of members of the health professions. For example, we did a little study 30 years ago in which we asked a group of physicians how much they weigh. And three weeks later asked them their criteria for obesity. And when we put together these two seemingly independent bits of information, we found interestingly, but surely not surprisingly, that the average physician's concept of who among his patients is overweight is directly related to his own weight. And since then, we have ample evidence and support of the fact that people in high positions see their problems in terms of themselves. So, if you have a president of the board who is a marathon runner there's no problem getting a gym put in your building. And if he has a hyperkinetic child, then there's no problem about additives. He wants something done. So, this might be something to consider in the strategy of introducing the kinds of things that we're talking about.

In connection to this, we recently published a paper supporting the old cliché which everybody seems to know except doctors. It goes like this: "If you live with her long enough, you'll look like her." You've heard that expression. We've published some very sophisticated papers on enzyme studies of husbands and wives

but our last paper is on the serum cholesterol level which everybody is so concerned about. And what we showed and published is that men who have high cholesterol levels are living with women who have high cholesterol levels and men with low cholesterol levels are living with women with low cholesterol levels, supporting the old cliche that the chemistry of a couple is the same.

# "... We're also going to have to dismiss what we learned in school—mainly that there are all kinds of magic bullets ..."

Well, this cannot be genetic and how much of what happens in families is blamed on genetics. If it runs in the family, they say it's genetic. This cannot be genetic because the average man does not marry a blood relative. So, the question is what could it be? according to our studies, the chemistry of a couple does not become the same for about 15 years. Again, it has something to do with the air we breathe and the water we drink and the food we eat. So, we keep coming back to the fact that our medical problems are not medical, they are social.

If you don't have a kid who doesn't learn too good, he's really not too much to talk about. And in our medical center, we have a building just for kids who don't learn too good, called a learning disorder center. You take your kid over there and deposit \$500 and they do a very sophisticated examination and the make a diagnosis of dyslexia. If you look up the word dyslexia in the medical dictionary it says your kid doesn't learn too good. But, you see, it's worth it, it's worth \$500 not to say I have a dumb kid.

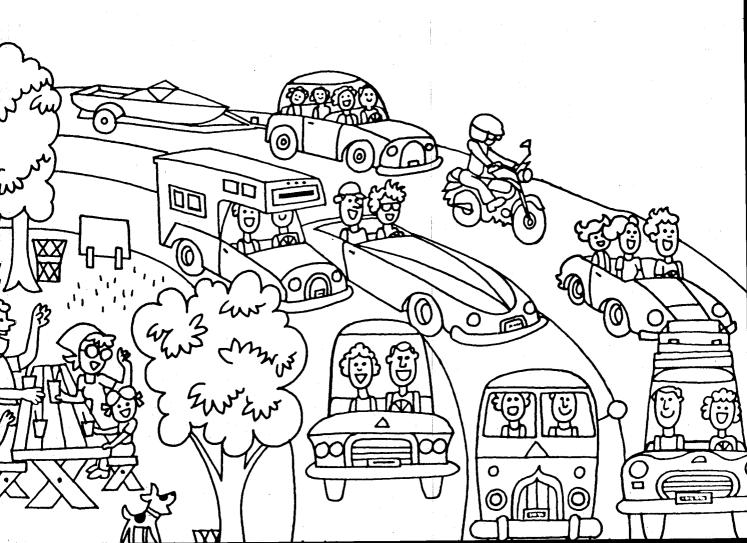
So the name of the game is the name and along with getting rid of these crazy ideas about germs and these magic bullets, it would do us well to stop talking nonsense about naming diseases. Why is it that this, the richest country in the world, the only country in the world that has a television set for each eye, which I think is a measure of opulence, in this the richest country of the world, everybody is tired, as judged by the commercials. If you're a woman, you're tired, take Geritol. If that dosen't work, the second plan is a face-lift. If that doesn't work, an extra-marital fling. If that doesn't work, try a marital fling, maybe you missed it in the first place. You never can tell. Anyhow, we're going to have to get down to the basic problems. Why is it everyone's tired?

(continued on page 16)



# **Travel Trends For 1980:**

a report by the Travel Industry Association of America



Resourceful American vacationers are still having a love affair with the open road but not necessarily in their private family car.

In surveying national travel industry authorities, the Travel Industry Association of America (TIAA) found that throughout the nation motor coach touring, van pooling and motorcycling are becoming popular alternatives to the car. With the price of gasoline hovering at \$1.30 a gallon, the trend is expected to continue indefinitely.

"There has been an incredible 30 to 40 percent increase in our charter group tour business this year," said Nancy Schirm, vice president of advertising and public relations for Trailways.

Amtrak, too, recorded significant increases and described its advance ticket sales this year as "outstanding" and right in line with its 4 percent increase in riders during the first half of the year.

Officers of attractions, transportation and accommodations companies, travel associations, and state and regional travel offices pointed out that although gasoline is available everywhere, it is not enough to prompt as many families as usual to take long-distance car trips.

The U.S. energy conservation effort, accelerated by last year's gasoline shortage and rising prices, achieved a 7.3 percent reduction in U.S. gasoline consumption during the past year.

"There was once a tendency for Americans to say unconsciously, 'Let's find out how many miles we can cover in two weeks,' but now that's the exception," said Don Burleson, president of Southern Highlands Attractions, Inc., in North Carolina.

The favorable gasoline-availability picture, rain-free weekends and record-breaking heat kept Americans on the move this summer in "overwhelming" numbers at beaches, outdoor dramatic festivals, historic museums and other natural attractions, such as caves where the temperature is constant and cool.

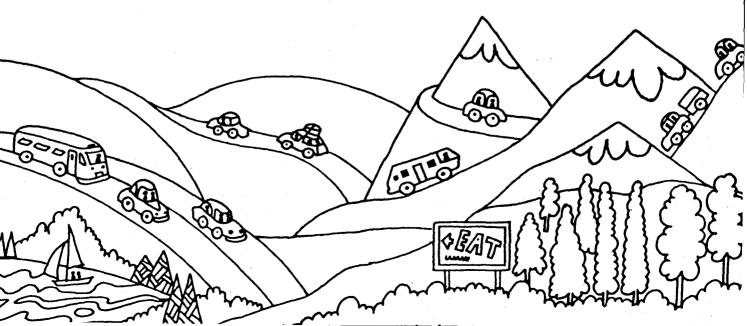
Although, the family vacationers are back in their cars this year, and back in numbers that hearten businesses hurt by the 1979 fuel shortage, Americans are planning their trips with mileage and destination goals.

More than 64 percent of all family vacation trips are taken by Americans between May and September, and more than 80 percent of those trips are taken by automobile. The current plentiful gasoline supply throughout the nation is expected to further that tradition, but Americans are not necessarily taking trips as they once did.

The travel industry specialists believe there is a trend to closer-to-home vacations, and many believe the trips may be of shorter duration than a traditional two- or three-week vacation and might include fewer members of the family.

"Because families are planning their vacation travel more diligently, there is little discretionary time in their schedules, and roadside welcome centers are drawing fewer people because the majority of travelers have already made their lodging reservations for the duration of their trip, allowing less flexibility in their travel schedules," said David Santillanes, Jr., director of New Mex-

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ico's state travel office and chairman of the National Council of State Travel Directors.

Other state and regional travel executives concur, noting that welcome centers' staffs are busy advising travelers by telephone instead of helping them in person.

They also mentioned a surge in inquiries about vacation specials that offer something different.

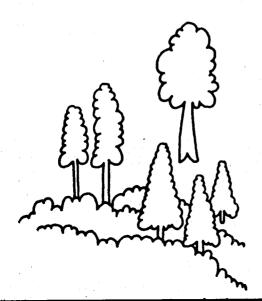
"People want excitement, not just a chance to sit around a pool," said Patrick Green, assistant vice president of tour and incentive sales for Hilton Hotels Corporation. Said Green, "People are value conscious today and demand more than that."

One lodging industry response is the development of programs catering to travelers' interest in activity and the construction of more tennis and golf facilities.

Luxury soaps, engraved stationery in guest rooms and services like turned-down bedcovers with mints on the pillow in the evenings now woo the "extras"-conscious vacationer.

"People want to be pampered when they're away from home," commented Joseph P. Kordsmeier, senior vice president of sales and marketing for Hyatt Hotels Corporation. The trend is widely observed throughout the industry and backed up by sales figures that reflect an increasing call for top-dollar accommodations.

"The traveling public is not going to tolerate mediocrity. People know how to shop and are sophisticated





when travel buying," observed Robert Uguccioni, executive director of the Pocono Mountains Vacation Bureau in Pennsylvania. Other travel experts agree with his observation.

Changing driving patterns, a result of significant reductions in gasoline consumption, are producing changing vacation patterns as well.

Among traditional long-distance travelers the experts observe an increase in multi-modal transportation (e.g., train-bus or fly-drive trips) and radial trip planning, which is establishing a lodging base and taking several short trips within a 200-mile radius of it, and a tendency to spend more time in one place.

The experts also agreed that Americans are carefully planning and budgeting for their vacations this year, but they could not reach a consensus on what that might mean to the industry as a whole.

Intercity bus companies and railroads increased their business, and officers in those industries believe the trend will continue.

"If discretionary travel is cut, then we may be affected later in the summer, but we are forecasting a 6 to 10 percent increase in passengers this year," said Bob Gall, assistant vice president of market planning and analysis at Amtrak. Amtrak, which is using 1978 for comparison, transported 1,650,000 travelers in 1978.

Commercial airlines, however, do not have as many bookings this year and are expecting a 5 to 8 percent decline from the 261.9 billion air passenger miles flown in 1979.

Vacation trips of a week or more, travel by air, and nights spent in hotels and motels were about the same as their 1979 level reports the U.S. Travel Data Center's survey of business and leisure travel in March.

"The figures indicate the public still views pleasure travel as an important part of its life-style," said Douglas C. Frechtling, director of the data center.

The travel industry officials added, however, that the value-conscious traveler was everywhere this sum-

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mer and had an impact on food service establishments. The experts said restaurants have responded to the traveling public's thriftiness by adding more chicken and moderately priced entrees to their menus and deleting some expensive beef or lamb dishes. They said the scaled-down dining pattern has been noticed across the board: restaurant patrons are shifting to cafeteria dining, and habitual cafeteria customers are eating in fast-food establishments.

And families opting for common carrier transportation for trips of more than 500 miles are taking them on bargain fares.

According to a spokesman for the Air Transport Association of America, more than 50 percent of all commercial airline tickets are discounted.

The demand for budget tickets directly affects longhaul carriers and is currently reflected in price-wars on transcontinental air routes, heavy advance bookings for rail tickets, and the establishment of new bus routes by interstate operators.

Attendance at U.S. attractions and reservations are expected to be about the same as last year, although campgrounds, national parks and forests are benefitting slightly from the currently plentiful gas supply.

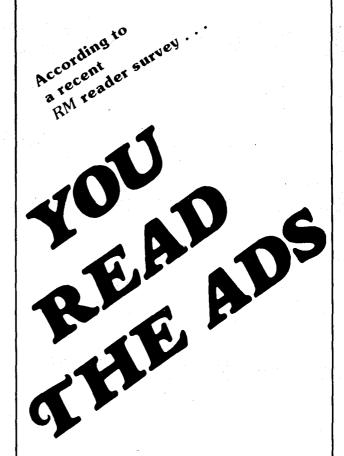
A majority of the panel acknowledged that first-class and luxury accommodations are selling out first, followed by budget-priced units, with moderately priced rooms filling up last.

The travel industry professionals agreed, however, that in spite of a demand for high-priced goods and services, the current recession is affecting business. Close-to-home trips will continue to be promoted by all state, regional and city travel offices, tapping the demand for long-weekend trips prompted by the unstable economy and high gasoline prices.

The travel industry experts acknowledged that current economic factors could have an effect on Americans' vacation plans, but they also agreed Americans consider travel an integral part of their lives, and they will take a vacation trip, even if they have to scale it down.

Participants of the Travel Industry Association of America travel survey are officials of organizations belonging to the Travel Industry Association of America and represent the National Council of State Travel Directors, National Council of Area and Regional Travel Organizations, National Council of Urban Travel Organizations, American Automobile Association, Air Transport Association of America, Amtrak, National Council of Travel Attractions, and businesses in the accommodations, transportation and recreational components of the travel industry.

The Travel Industry Association of America is the umbrella organization for the U.S. travel industry.



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(continued from page 11)

Just to show you it isn't all diet, the average effort put out by the average high school kid in my neighborhood is when he slams the door shut on his Corvette. That's the heart of it. Do you know that if you do nothing more than add a telephone extension to your apartment or home or office, with all other things being equal, you'll gain a pound next year and if you start at twenty, by the time you're fifty you'll be thirty pounds overweight by virtue of the telephone extension? If you're a secretary and you swap off from mechanical to electrical typewriter, all other things being equal, you'll gain six pounds next year. We and others have done some performance studies and have learned that the number of errors made in typing are directly related to the breakfast eaten irrespective of what may have been eaten for lunch. And there are companies now that recognize that and find it wise to even feed the people at the plant to insure their better performance.

So, we're going to have to change our thinking—we're going to have to look at the problems differently because the way we were taught in school, that germs cause disease and there are magic bullets and the name of the game is the name just hasn't been working. We're going to have to look at our lifestyle and change it and

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you people have the capacity to do that better than anybody I know.

Let me give you just a couple of simple examples of what I mean by changing lifestyle and how simple it really is at the risk of being misinterpreted. For example, you might have been led to believe from the story of the Japanese lieutenant that I don't brush my teeth. Let me correct that, I brush my teeth because I choose not to live like the Japanese lieutenant. And since I choose not to live in the jungle and eat right and live right, I have

"... So we're going to have to change our thinking—we're going to have to look at the problems differently ..."

elected to use as an unhappy compromise, brushing my teeth. But, I don't kid myself that that's the real answer. By the same logic and I'll really be put down for this, I find it ridiculous that most health conscience Americans, fitness-minded Americans, will sit immobilized, catatonic, for twenty three and a half hours a day then run like hell for thirty minutes.

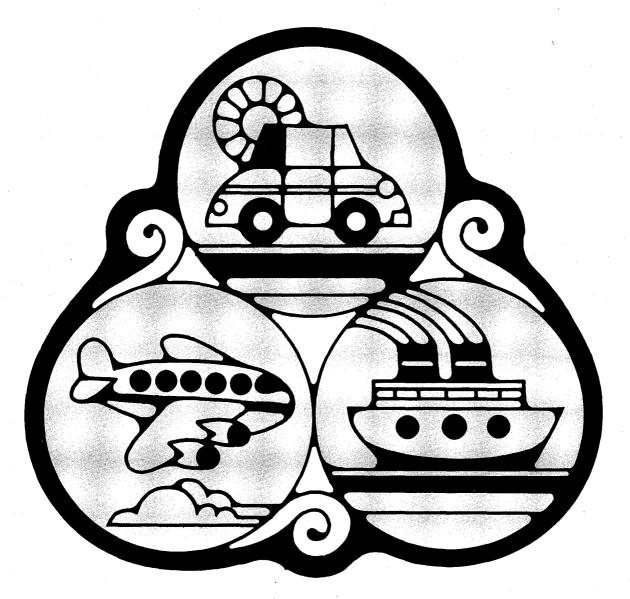
I also take vitamins—we wouldn't have to take vitamins if we would live right but it's pretty difficult to live right in our culture. If you examine the American diet and look at all the things that happen to our food—the transportation, storage rinsing and defrosting and on and on, every one of those links is characterized by a one or two or three percent nutrient loss. I mean add it all up. There are about 30 links. If you lose two or three percent of each link, it's pretty difficult at the end to eat well.

Let me just cite one problem that can be solved relatively simply by most people, recognizing of course their individual differences. There are 10 million declared drunks in this country. Ten million people who just don't function and they destroy the lives of 30 to 40 million other people—their husbands, their wives, their kids. So 50 million Americans, roughly one out of four, is directly influenced by booze. Now these are declared alcoholics.

We're not talking about the fellow that has to have a couple of drinks before he gets home to face his wife and 2.4 children. That's another story. We're just talking about those folks who just don't work because they're drunk. Every medical textbook that I know of says that alcoholics eat badly because they're alcoholics. It is not that alcoholics are malnourished because they're alco-

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Personalized custom group tours—domestic and international. All tours are fully inclusive and escorted. Net wholesale prices will be guoted to NIRA members. More than twenty years' experience in recreation group travel. Fully bonded. Licenses, memberships and appointments include: NIRA, NTBA, ASTA, ICC, AMTRAK, ATC, IATA, DATO, IPSA. References on request.

#### **Specialty Programs**

#### HOTEL TRAVEL CARD CORPORATION

55 Morris Avenue Springfield, New Jersey 07081 Phone (201) 467-1733

Kenneth I. Farley **Vice President** 

Hotel Travel Card is a national travel card club whose management and principles are fighting

inflation/recession by providing its membership with second night of free lodging at participating properties in its program.

(continued)

#### TRAVEL SERVICES DIRECTORY

(continued from previous page)

EUROTOP, INC. 161 Massachusetts Ave. Suite 409 Boston, MA 02123 Phone (617) 262-0255 (800) 225-2381

Diana Lynn Vice President Sales

Programs specially designed to suit the needs of the corporate community. Exceptional value vacations offered: amazingly affordable villa-living worldwide concentrated in Caribbean, Mexico, Hawaii and the continental U.S.; grand tours to Northern Europe and the Mediterranean. Winter ski and year-round mountain enjoyment in Eastern and Western U.S. and a variety of cruises.

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# The American Cancer Society thanks you.

# Your employees thank you.

# Their families thank you.

You've become a life saver. Literally, For installing our Employee Education Program. For letting us supply free films, exhibits, speakers, pamphlets, posters, and articles for your company publications. For accepting our help in arranging "action" programs for your employees...for detection of colorectal cancer, instructions in breast cancer examination, for detection of cervical cancer via the Pap test. For simply understanding that if cancer is detected in its early stages, chances for cure are greatly increased. Thank you.

Hundreds of companies now have an American Cancer Society Employee Education Program. If yours isn't one of them, call us.

American Cancer Society 2,000,000 people fighting cancer.

# NEWS IN BRIEF

#### Hocker: The Sport That All Can Enjoy

Hocker Federation International is offering a free kit to any person who would like to know more about Hocker, the natural lifetime team sport that guarantees everyone instant success. The kit explains how families and schools can play this lifetime sport immediately with no disappointments for anyone. Everyone becomes a winner.

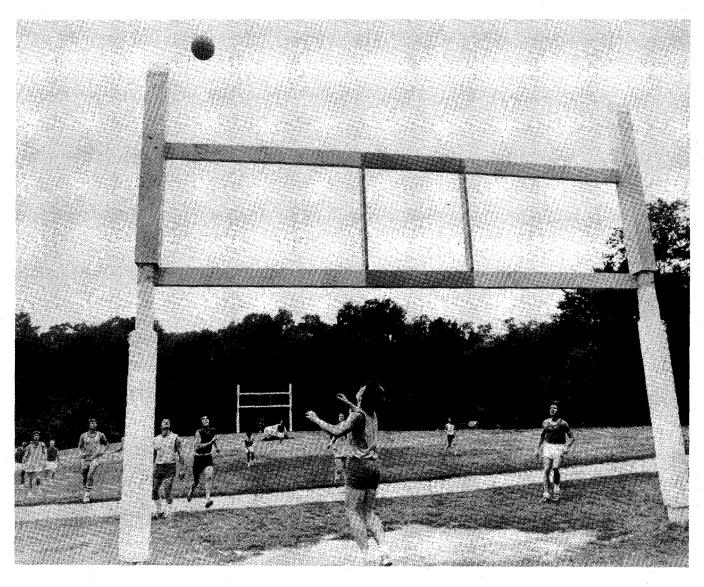
Judge J. H. Norton, the man who developed the sport with his 14 children, explains, "The reason

everyone can play it successfully the first time is because you can use hands, feet and *any* part of the body to propel the large, lively, soft 16 inch Hocker ball. This lifetime family sport mixes basketball, soccer, volleyball and a host of other sports. It has a fascinating 5 zone scoring system from *either* side of the goalposts. It's easy to learn, low cost and relatively injury-free. While all ages can play Hocker, it also has great major league, worldwide pos-

sibilities.

Mike Wagner of the American School in Bahrain (the Persian Gulf) recently said, "As a physical educator, I am completely sold on the sport of Hocker. The situation here is among the most unique in the world. We have 32 different nationalities represented and the only sport to truly bring them to-

(continued on page 25)





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Now you can offer your members a commercial rate discount on rental cars from National - plus discounts worldwide from our affiliates Tilden and Europear. We'll also set up a personalized supplemental program to offer vour members National's exclusive VIP card, which identifies them as preferred customers with full charge privileges at over 2,000 locations in 90 countries and territories around the world. And as a bonus, we'll offer them S&H Green Stamp certificates on rentals in all 50 U.S. states.

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## **National Car Rental**



In Europe, Africa and the Middle East it's Europear. In Canada it's Tilden.

#### **News In Brief**

(continued from page 23)

gether has been Hocker. It is truly international!"

The Judge predicts, "The future of Hocker appears to be unlimited since it has been acclaimed by virtually every major national youth group, school systems coast-to-coast, exercise physiologists, organizations for the handicapped, professional athletes, the armed services and scores of major publications across the country."

For free kits, write to: Hocker Federation International 54 Miller Street Fairfield, Connecticut 06430

## Travel Data Center Publishes Guide

The U.S. Travel Data Center has released its 1980 PROGRAM AND MEMBERSHIP GUIDE. The 20-page Guide discusses the organization's purpose, policy and objectives; current membership; 1980 research program; custom research available; and provides membership and subscription information.

The U.S. Travel Data Center's specialized research program identifies tourism market developments, determines the economic impact of travel, and measures trends affecting future travel activity in response to changing energy, economic and demographic factors.

Of particular note is the organization's 1980 National Travel Survey. Now in its second year, this major Data Center survey gathers information on travel activity from a national probability sample of at least one thousand U.S. adults monthly. Organizations and individuals are invited to add questions on any travel or leisure subject.

The guide also outlines the new 1980 membership and subscription plans offered by the Data Center, the national association working to increase recognition of the economic importance of tourism and travel,

and improve understanding of changing travel markets.

The 1980 PROGRAM AND MEMBERSHIP GUIDE is available free of charge from the U.S. Travel Data Center, 1899 L Street, NW, Wash-

ington, D.C. 20036. Telephone (202) 293-1040. The U.S. Travel Data Center is the national, non-profit center for travel and tourism research.

(continued on page 26)

# Florida Fun Menu

#### Al fresco

#### **Main Courses**

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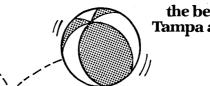
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(In Florida and Canada call collect (813) 360-5551)

#### **NEWS IN BRIEF**

(continued from page 25)

#### **NHF Day Set**

"National Hunting and Fishing Day has done more to promote the sportsman's role in conservation and insure the future of the hunting and fishing sports than any other program

in existence." That statement, read on the floor of the U.S. House of echoed in the theme of NHF Day, September 27, 1980, "National Hunting and Fishing Day—Helping

Representatives not long ago, is Insure the Future."



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No other brand of conditioning equipment can condition more people in less space, faster or more effectively and economically than Universal. Our exercise programs lower hazardous cholesterol and body fat levels too!

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We'll put you in touch with the Universal office nearest you.

Please send m  Upgrading my equipment Mo Year purchase  Please have representative Phone Best times	present del Information on new 16mm film, "Circuit Weight Training" All new Catalog and Facility Planning Guide
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School/Organization	on .
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City	State Zip
UNIV	ERSAL
Subsidiary of Walter	Kidde & Company, Inc.
P.O. Box 1270, C Phone 319/365-7	edar Rapids, Iowa 52406 7561 <b>RM-90</b>

It also sums up the importance of NHF Day to each of the nation's more than 55 million sportsmen. With the continuing bombardment of anti-hunting propaganda and the constant need to conserve our wildlife and natural resources, it has become more important than ever before that sportsmen have a nationally recognized platform from which to spread the word about the outdoorsman's leading role in conservation. National Hunting and Fishing Day provides that platform.

Over the years, NHF Day has focused the attention of millions of Americans on the importance of conservation, the need for wildlife management programs and the vital role sportsmen play in both.

Plans for National Hunting and Fishing Day, September 27, are already underway. In all parts of the country, sportsmen's clubs, conservation groups and civic groups, are joining forces to sponsor between some 3,000 NHF Day activities at shopping centers, sportsmen's clubs, schools, parks and county fairgrounds. An estimated 14-16 million people will take part in NHF Day programs this year.

These programs will include conservation and camping displays, trap and skeet exhibitions, turkey shoots, taxidermy displays, reloading demonstrations, airgun shooting, casting instruction and fishing contests for youngsters. Where facilities permit, there will be field trails, films on the outdoors, archery exhibitions and muzzle-loader shooters in full buckskin garb. Nearly all the programs will feature conservation exhibits, and some will include conservation activitiés such as stream cleaning and tree and wild shrub planting.

To help make youngsters aware of the importance of conservation, there is an annual National Hunting and Fishing Day Poster Contest.

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(continued from page 16)

holics, they may indeed be alcoholics because they're malnourished.

You can take a group of rats, put them into a cage and supply them with a pail of water and a pail of whiskey so that the rat can drink water or whiskey at will. If you give the rat, doughnuts and coffee for breakfast and a ham sandwich and a coke for lunch the rat only drinks whiskey, doesn't touch the water in the cage. Give him that diet for enough days, depending on the composition of the study and the size of the rat, and so on and you can produce a chemical drunk. It has no bearing on whether the rat's mother was an alcoholic, whether the rat's parents are separated or who got to keep the house, no correlation with whether the rat was and if so when and how toilet trained.

Though, traditionally, the psycho-social aspects of alcoholism have received the greatest thrusts, if you now take that rat, leave him in the cage with the booze and the water and give him just the opposite of what Americans eat, a low-refined carbohydrate, high-unrefined carbohydrate, modern, protein, fat and very high vitamin mineral diet, even though the whiskey is in the cage, the rat loses his interest in booze and begins to drink water.

And there are other little tricks you can do. If you add coffee to the meals, the desire for booze increases. Now, that requires some simple information like what is a refined carbohydrate? And to find that out, all you have to do is go to a supermarket and walk down any aisle and read the label and if the word sugar is on the label, take your arm and sweep the product off the shelf. Now, when you get down to the end of the line just look back and see what you've done. Ninety percent of the

"... You have a better potential for doing what doctors have thought they were designed to do than anybody I know ..."

foods will be on the floor. All the salad dressings, soups, mustard, ketchup, pickles, and believe it or not, the salt is on the floor because there's sugar in salt.

So by simple technique, you can turn off and turn on one of the biggest problems in industry, alcoholism, and you can do it by diet. Now, that's an oversimplification, but it is a story that hasn't been made known to industry and if you don't believe it, just visit an AA meeting. I don't know how many of you have ever visited an AA meeting, obviously nobody there is drinking whiskey but the place is filled with smoke, everybody's got six cigarettes going at the same time and they're

pouring coffee up each other's nostrils and they're pushing Milky Ways and Baby Ruth's in each other's ear drums. What these people have done is simply switch their fix. From alcohol to other fixes. And the tragedy is that everybody knows that except the folks who should.

Why do you suppose Dr. Pepper's slogan is drink us at 10, 2 and 4? Why don't they say drink us at 9, 11 and 5? They say 10, 2 and 4 for a very good, precise chemical reason because it is at 10, 2 and 4 when most Americans have the lowest blood sugar and need the biggest fix. Whether it's Dr. Pepper, or Coca-Cola or a cigarette or a candy bar, it doesn't matter, the coffee breaks in offices do matter and they are a function of these fixes.

Getting back to the real reason for my being here—the thing that fascinates me is that you people have a better potential for doing what doctors have thought they were designed to do than anybody I know. There will always be doctors, of course, there'll always be broken legs and all kinds of exciting procedures, but the fact of the matter is that all of the evidence that I can muster shows that health, health is the fastest growing, failing business in America. This is so because the medical problems are not medical, they are social, hence there will be need for a new kind of a physician and I predict it will be you.

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FOR FURTHER INFORMATION

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#### <u>INFLATION</u>







is giving you, over and over again. the second night's lodging at hundreds of hotels, motels, inns and resorts throughout the U.S., Canada, Mexico and the Carrib-

In appreciation of your overwhelming response, Hotel Travel Card now offers all NIRA members and their employees, a special nonnegotiated benefit rate...

Regular twelve (12) months member rate.... Special NIRA member rate

A whopping 28.6% Discount!

BONUS! In addition, HTC has arranged for its membership to receive from Hertz, a tremendous special discount throughout their worldwide car rental system.

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# Remember: Regardless of any increase in rates... HTC'S SECOND NIGHT IS ABSOLUTELY FREE!

For further information, call or write immediately to: HOTEL TRAVEL CARD • 55 Morris Avenue • Springfield, N.J. 07081 • 201-467-1733 • (TLX) 642-541

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#### **ASSOCIATE PROFILE**

#### **ASSOCIATE PROFILE**

#### Challenging "Saucer Golf" Course Presents Innovative Test Of Skills

What is Saucer Golf? Saucer Golf is modeled after the game of "ball" golf, however, instead of hitting a ball with a club, players throw a frisbee through a pre-determined course.

A typical Saucer Golf course is comprised of 9 or 18 "holes" or targets. Players start at a designated throwing area or "tee" and throw until the frisbee comes to rest in the designated basket or "hole". The "fairway", or space between the tee and hole, is occupied with obstacles such as trees, bushes, hills, rocks, posts or buildings. The player is challenged to control the flight of the frisbee in trying to avoid the obstacles. The par averages are as follows: Par 3–75 yards, Par 4–125 yards, Par 5–175 yards. A Saucer Golf course with few obstacles will need longer than average yardage to present a challenge, while the course with many obstacles needs to be long to be challenging.



Saucer Golf, Inc. provides a professional course designer that will lay out the best possible course to meet your needs and desires incorporating straight, curved, low, high and a variety of other flight patterns. About 2 to 4 acres of obstacle-filled land are needed for a 9-hole course.

Realizing that not all recreation programs have land for a course, we have developed many Saucer Golf games that require the use of just one or two holes. The game can be played both indoors and outdoors with one or a dozen people taking part.

Saucer Golf, Inc. also provides a frisbee instruction manual and an 80-page guide to conducting tournaments and forming leagues to ensure that your program is successful.

For information about setting up a Saucer Golf game or course at your company write Saucer Golf Inc., 7533 Washington Ave. So., Minneapolis, MN 55435. Phone: (612) 941-2044

#### Hotel Travel Card— Inflation Fighter For The '80s!!

Hotel Travel Card corporation is one of NIRA's newest Associate Members. Now in its fourth year of service, HTC is a national travel card organization dedicated to fighting inflation/recession by providing its membership with a second night of free lodging at participating properties throughout the United States, Canada, Mexico, and the Caribbean.

HTC seeks participating properties that will meet the needs and demands of our individual leisure and business travelers while making available to our members periodic savings on accommodations. At the same time, HTC is continually seeking properties that are interested in building their occupancies when needed, whether year 'round or during select periods.

When HTC members pay the regular posted rate for the first night of their stay, the second night of that stay, is complimentary. Advance reservations must be made and confirmed within thirty days of member's arrival date.

Each member receives an HTC Directory of participating properties which is published semi-annually with alternate quarterly supplements. In addition, members receive their own personalized HTC Membership Card, valid fiscally for twelve months, as well as bonus membership cards entitling them to discounts of 25% and 15% with Hertz and Avis car rentals, respectively, on their non-discounted rates.

Among the hotel chains represented by one or more properties in HTC's Directory are:

Ambassador Inn, Best Western, Family Inn, Great Western, Hilton, Holiday Inn, Howard Johnson's, Primeway Inn, Quality Inn, Ramada Inn, Rodeway Inn, Sheraton, and Travelodge.

With travel costs increasing, consistent with the skyrocketing cost of living, HTC's program of free hotel rooms can help all NIRA members to save money over and over again because the membership card can be used repeatedly.

NIRA members can come a day early, stay a day later, upgrade their accommodations, take a late checkout in lieu of the second night free, and/or take extra R & R, all at NO EXTRA COST when carrying Hotel Travel Card.

In exchange for the promotional and advertising exposure HTC receives from NIRA members' staff extending their best efforts to promote this non-negotiated benefit, HTC offers all NIRA members, the regular \$35.00 twelve months membership for only \$25.00, a whopping 28.6% savings!

See HTC's full page advertisement opposite for more details.

#### **NEWS IN BRIEF**

(continued from page 26)

Thousands of students in grades 5–12 will compete for local awards as well as 37 national prizes worth \$3,700. In the course of preparing their posters, these young people will also learn about the sportsman's impressive contributions to conservation.

To learn more about National Hunting and Fishing Day or the NHF Day Poster Contest, write NHF Day, 1075 Post Road, Riverside, CT 06878.

## Resource Guide Available For "People Professionals"

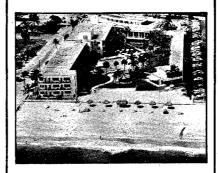
A valuable new 16-page 1980 annotated Resource Guide to more than 125 selected books "for people who work with people" is now available from Galloway Publications, Corvallis, Oregon. The new guide lists and describes more than 125 books chosen for their interest and value to people whose vocations or avocations include providing aid, education, counseling and training for children, youth, adults and senior citizens. The selected books are chosen from the offerings of over fifty publishing companies.

Among types of activities covered in the selections are program planning, public relations, camping, recreation, arts and crafts, fund raising, management methods, parks, playgrounds, mental health and helping the handicapped. To save readers shopping time and energy, Galloway Publications has arranged with the selected books' publishers to ship direct to Guide readers by mail.

For a copy of the new 1980 Guide to Selected Books, send a self-addressed long envelope with 15¢ postage and \$1.00 to: Galloway Publications, Dept. NR80, 2940 NW Circle Blvd., Corvallis OR 97330. A free coupon good for a \$1.00 reduction on the price of a reader's first book ordered, will be included with each Resource Guide.

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Every year, United Way successfully continues to support local human service agencies in communities all across the United States.

A lot of the credit for this success goes to the dedicated efforts of people in business—to top corporate leaders who volunteer their organizational skills and financial expertise, to middle-

management people who work lunch-hours and evenings to help organize local campaigns and collect money, to the newest mailroom clerk who swallows his shyness and asks his fellow workers for a last-minute contribution.

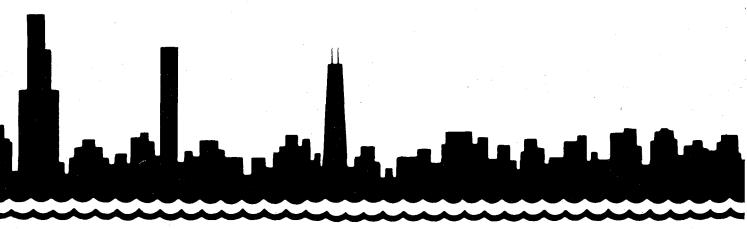
And by operating like any other modern, well-run business enterprise. United Way succeeds in delivering the maximum in human services for the dollars that are collected.

Thanks again for *your* help.

Thanks to you, it works. for all of us. United Way

# Thicogoing

Plan to attend the
40th Annual NIRA
Conference & Exhibit
Holiday Inn Mart Plaza
Chicago, Illinois
May 6–10, 1981



## **NIRA CALENDAR**

#### Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

**Anchorage Industrial Recreation Council**/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

**Associated Industrial Recreation Council**/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

**Columbus Industrial Recreation Association**/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesay. Contact Maxine Throckmorton—(614) 223-8412.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)**/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact J. D. Smith—(817) 732-7731.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938.

Denver Metro Industrial Recreation Council/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

**Houston-Galveston Area Industrial Recreation Council**/Houston, Texas. Meets on the second Thursday of the month. Contact Nita Davis—(713) 490-2777.

**Industrial Recreation Association of Dayton**/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact Bill DeNeau—(313) 237-7753.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

**Greater Bridgeport YMCA Recreation Council**/Bridgeport, Connecticut. Meets on the third Tuesday of the month.Contact Jesus Cerrilla—(203) 334-5551.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 679-4511, ext. 2693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact John Batchelder (617) 357-9500 ext. 3289.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

**New York Industrial Recreation Directors Association**/New York, New York. Meetings are held once a month from September through May. Contact Ron Philips—(212) 697-3600.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association**/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2432.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona: Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714) 277-6780, ext. 338.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt— (408) 742-5972.

**Toledo Industrial Recreation and Employees Services Council (TIRES)**/ Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the second Thursday of the month. Contact Irene Heavey—(202) 338-8500, Ext. 551.

#### **Regional and National Conferences**

**40th Annual NIRA Conference and Exhibit** will be held May 6–11, 1981 at the Holiday Inn Mart Plaza, Chicago, Illinois. To become involved as a Conference planner or to request delegates and exhibitors' information contact the NIRA office—(312) 346-7575.

**Regions III, V, and VIII** will hold their combined regional conference October 3–5, 1980 at the Sheraton-Waukegan Hotel and Conference Center, Waukegan, Illinois. To become involved as a conference planner or to request delegates and exhibitors' information, contact the NIRA office—(312) 346-7575.

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## Order your professional library

Benefit Analysis of the Industrial Recreation Institution  A compilation of several papers, first delivered at the 1978 NIRA Conference and Exhibit. Covers the benefits of employee programs, accountability within and for quality programs, the development of responsible volunteer leaders and the use of a needs assessment survey. 50 pages. \$5.00.	☐ Motorola's Recreation Manual  A comprehensive 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of onand off-site employee activities. Its three-ring loose-leaf binder design allows for continuous updating, revisions and additions, offering ease of page removal for dupli-
☐ Employee Recreation: Outlook for the Future A comparison of data compiled from surveys of NIRA	cation and distribution. \$35 for NIRA members; \$48 for non-members.
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#### What is NIRA?

The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

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#### IN THIS ISSUE . . .

With the increasing existence of the four day workweek, extended vacation periods and flexible working hours offered by many employers today, people are finding they've a lot more non-working hours at their disposal. But an increase in free time can be as draining and monotonous as a routine day on the job if it isn't well planned for. An avid interest in any of a host of hobby possibilities is an excellent way to make use of this free time.

Our cover story (p. 6) "And What Do You Do For Fun?" takes a look at how hobbies can help one enjoy free time, provide a balanced life between work and leisure and net the individual a number of personal benefits and rewards. It also goes into hobby types, choosing and starting a new hobby and the benefits companies can realize when employees are contentedly engaged in outside interests.

The importance of Industrial Recreation is being recognized more and more today by leaders worldwide in business and industry and the evidence pointing to its benefits is mounting. With this issue of Recreation Management we introduce "EVIDENCE"—a new department you'll see periodically highlighting new data supporting the benefits of Industrial Recreation. See page 16 for our first column.

# Hire More Workers, Pay Less Taxes!

Employers! You can get a tax credit of up to \$3,000 each time you hire a worker eligible for the Targeted Jobs Tax Credit. And it's easy. Just hire the worker, fill in the blanks on the eligibility voucher, and drop it in the mail to your local Job Service office. No red tape, no complicated record-keeping. It makes good business sense and it helps people who need jobs.

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#### OCTOBER 1980 • VOLUME 23, No. 7

# RECREATION MANAGEMENT

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Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.



### **SERVICES & ACTIVITIES**

#### **Purpose**

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

#### Services and Activities

#### **RECREATION MANAGEMENT** —

Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

**Program Manuals and Information Center** — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

**Periodicals** — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location. Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

**Employment Services** — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

#### Types of Membership

**Organization** — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

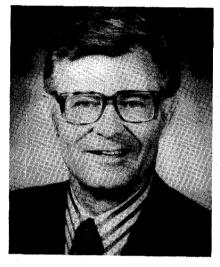
Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

**Individual** — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee. Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

# The NIRA President would like a word with you

# ... about our responsibility to management and to employees



Al Ward
Owens-Corning Fiberglas Corporation
1980–81 NIRA President

Drop a pebble in the center of a small pool of water and the ripples will soon touch the edges.

So it is with us. None of us operates in a vacuum. Our words and actions touch and affect those around us. On the one side is "management"; on the other, "employees". We are in an enviable position to bring the two closer together to improve employee relations through the conduct of our employee services program. Our situation is one of opportunity and obligation (responsibility) and we should make the most of it.

Our first responsibility is, of course, to carry out our management's directives. Management is ultimately responsible for the success or failure of the entity which employs us. Accordingly, management establishes our charter and sets our accountabilities. It is then up to us to perform in a manner which makes more certain the success of the enterprise.

What can we do? We can and must plan and administer our employee services program in such a way that it contributes to management's desire and need for harmonious employee relations, lower absenteeism and turnover, and higher productivity.

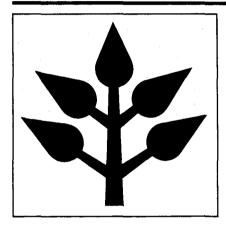
Almost without exception, employee services administration is a staff function. As is true of most staff departments, employee services does not operate as a profit center, but rather as a service center. Consequently, it contributes to the overhead or "burden", rather than to the profits—at least on a direct basis. Fortunately, enlightened management accepts and approves the costs of maintaining employee services when and so long as it is persuaded that employee services make a

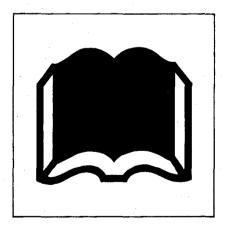
meaningful contribution to the effort to maintain and enhance an affective employee relations program.

A word of clarification may be in order at this point. It should not be construed from what has been said so far that the employee services program exists to serve any ulterior motive of management. On the contrary, any such program that is worthy of its name can be successful only when it causes the employee to believe that "this organization cares about me!" And that will happen only when the organization does care about its employees and demonstrates that care by providing (alongwith many other benefits) an employee services program. Having approached it in that manner, it is not unreasonable for management to then expect that the effort and expense will contribute to the achievement of a desired result, a "return on investment": excellent employee relations.

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# So what do you do for



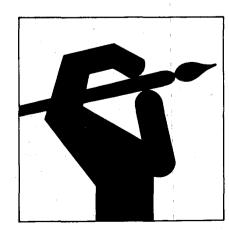


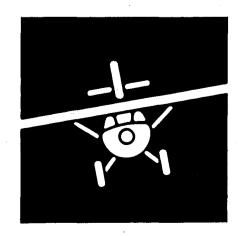
Twenty-seven year old Patty Albertson, a clerk in her company's accounting department, spends many of her free lunch hours in the company craft shop dipping candles or painting ceramics. Her colleague, 45 year old Terry Vaughan, a foreman in the production department, stays after work every other Thursday night to attend his photography club meetings. And Don Cyrier, a 52 year old advertising manager and president of the employee coin club, spends much of his time outside the office meeting with other club members to plan their meetings and activities.

What do these employees have in common? Membership in company sponsored hobby clubs where favorite spare time activities offer them a relaxing, yet challenging opportunity to escape from their daily routines.

Hobbies cover a boundless range of enjoyable pastimes from collecting cigar bands and singing in a chorus to building model airplanes and hooking rugs. Simply put, a hobby can be virtually any activity, occupation or interest engaged in primarily for pleasure. Hobbies offer their followers an escape from the tensions and responsibilities of work for pay because the hobbyist always knows in the back of his mind that he can stop whenever he wants to turn his attention to something else.









Today in the U.S. more than ever before, hobbies of all kinds are being hotly pursued by young and old alike. According to estimates of the Hobby Industry of America, the urge to make constructive use of spare time will cause Americans to spend more than \$2 billion this year in pursuit of their favorite pastimes. This is an increase from \$100 million spent in 1940 and more than \$1.7 billion spent just three years ago. The Hobby Industry of America is a non profit association of 2,200 manufacturers, wholesalers, retailers, publishers and manufacturers' representatives of various hobby industries.

Why such spectacular growth? A number of reasons.

#### **MORE FREE TIME**

The major one, though, is a dramatic increase in the amount of free time available to the average worker. In earlier times people were too busy just earning a living to engage in spare time activities—there was no spare time. It wasn't until the late 1920's that the length of the workday began to diminish making the general interest in hobbies a relatively recent phenomenon—an interest which increased even more dramatically after World War II.

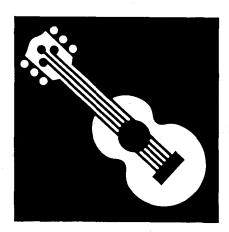
Today, however, four day workweeks, three day weekends, extended vacation periods, "flex-time" and a variety of workshift possibilities are giving Americans more and more leisure time. In fact, according to some economists, by the end of the century, ours may be a society where 25 and 30-hour workweeks will be as commonplace as the 40-hour workweek is today.

Even now there are some progressive organizations that offer their employees the opportunity to "bank" time off by working 10 or 12 hour days on a regular basis for a length of time in order to "save up" those hours for extended holiday periods.

#### ADVANCES IN TECHNOLOGY

Related to this aspect of a general increase in available leisure time are some changing sociological factors. Early retirements, and healthier ones due to advances in medical technology, afford Americans a longer life span than ever before adding years to their lives. In addition, the computer age, which has introduced a

(continued on following page)







RM, October, 1980

#### **HOBBIES**

(continued from previous page)

number of time and labor-saving approaches to work deserves much of the credit for making the expansion of the average American worker's free time the reality it is today.

However, while automation may have reduced the amount of time people spend at their jobs, it also accounts for the general boredom and malaise that many workers experience on the job today. The introduction of the assembly line and mass production have caused personal initiative, ambition and creativity to diminish or disappear altogether and have caused monotony and boredom to flourish—a situation which forces the factory or office worker (as well as the high pressured executive) to turn to leisure time interests to satisfy creative instincts.

When personal pride in the production of a finished product is removed (as is generally the case in a factory type setting) employees are often deprived of the feeling of satisfaction of making a personal contribution to society. Such people who work in fragmented, mechanized, specialized jobs may turn to a hobby which can give them the satisfactions their jobs cannot—satisfactions of accomplishment and self esteem attained by creating something of their own design from beginning to end.

#### **LEARNING TO ENJOY LEISURE**

With the satisfactions of work gradually diminishing as the economy becomes increasingly automated, more and more significance is placed on how we spend our leisure time. But just having more free time at our disposal is no guarantee of a happy existence. How many times has a young child asked his mother on a long summer afternoon "What can I do?" The list of possibilities is virtually endless, but deciding which of these possibilities would be most interesting or fun can be hard. The same is true of adults who may find they have time on their hands.

How a person utilizes the free time he has is the real key to a satisfying life. The problem is that most people really don't know how to use their increasingly expanding non-working hours. Witness the newly retired hard working businessman, unprepared for a lifetime of leisure, who putters about for a few months and eventually dies of "natural causes." For those who are motivated, free time is a welcome gift; for those who are not it can be frightening.

Most people in this country have grown up with the classic American work ethic—an ethic which pushes us

to reject anything that is wasteful, lazy, inefficient or without a productive purpose. The old proverb that "idle hands are the devil's workshop" couldn't be more exemplary.

Because of society's emphasis on working hard, being successful and "keeping up with the Joneses," there's a serious need to educate people in the art of enjoying their leisure. For decades people have strived for material success, longer vacations, and shorter workweeks, yet at last when their desires seem within reach,

7	NEEDLEWORK
embroidery	lace making
sewing	appliqué
cross-stitch	smocking
crochet	spinning
knitting	weaving
tatting	rug making

HOME AN	D SHOP CRAFTS
wood carving	carpentry
wrought iron	painting
leatherwork	wall papering
glass blowing	masonry
gem cutting	plastering
picture framing	gourmet cooking
upholstery	

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paper-maché	photography
collage	puppetry
mobiles	basketry
cut-outs	candle making
origami (paper birds)	ceramics/pottery
performing arts (singing,	enameling
acting, dancing)	mosaics
painting (oil, water color)	jewelry making
sketching	flower arranging
sculpture	bead work

people who are faced with these periods of much deserved rest often don't know quite how to handle them.

#### A BALANCED LIFE

It's a well-known fact that a healthy balance between work and play is essential to the welfare of child and adult alike. The pursuit of enjoyable spare time activities is an important means of striking that balance. People

COI	LECTING
dolls	shells
toys	bells
books	trivia
buttons	antiques
plates	door knockers
matchbooks	art paintings
postcards	sports items
cigarbands	railroad items
stones/rocks	beer steins
phonograph records	guns
rare books	letter openers
bottles	valentines
animal figures	leaves
stamps	kites
coins	tropical fish
spoons	photographs
paperweights	ashtrays
music boxes	menus
butterflies	clocks
autographs	insects
beer cans	comic books

NA NA	ATURE HOBBIES
bird watching	raising pets/animals
camping	fly tying
fishing	taxidermy-
hunting	gardening/horticulture

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of all ages and career paths need a balanced program of activities designed to enrich their minds, provide work for the hands, exercise the body and give their spirits a lift.

Centuries ago in the middle ages, few people were permitted to enjoy hobby activities. They were the prerogative of the noble and rich. Free time was not a commodity available to the general populace. In the 16th century a hobby referred to a "hobbyhorse"—a common children's toy still found in nurseries today. The word has remained in the english language to signify an unusual interest in any subject outside routine daily activities.

Today, though, hobbies are not the exclusive domain of the very young, idle rich, retired or infirm. Hobbies are for anyone who possesses a keen interest in virtually any of a myriad of enjoyable pastimes.

#### PERSONAL BENEFITS AND REWARDS

Professional people may engage in them to unwind from a stressful day at the office. Retirees may use them to earn a little pocket money. Factory workers might enjoy the opportunities they offer for creative expression after a routine day on the assembly line. And teen-agers who pursue them may find them an avenue to an eventual career choice.

The variety of rewards from having a hobby are about as plentiful as the number of hobbies that exist. Tangible rewards may include, medals, ribbons, citations, income, or a scrapbook of clippings. For older people, hobbies are an excellent means of preparing them for retirement. Those hobbies of general interest to the whole family can foster togetherness. And finally, the actual material end products of candlemaking, woodworking, macrame, and other crafts can be very rewarding.

Not only do they make excellent gifts for others, but they can be of considerable savings to the hobbyist himself who might enjoy the challenge of creating his own finished product in preference to purchasing something ready made, that is more expensive, and quite possibly of lower quality. If the quality and quantity of his skills are high enough the talented hobbyist may even earn some extra income for his spare time efforts with the bonus of gaining the personal satisfaction of knowing that his craftsmanship is recognized, admired and appreciated.

(continued on following page)

#### **HOBBIES**

(continued from previous page)

But the intangible rewards, though harder to measure, can be equally or more gratifying to the hobbyist: They offer a relaxing diversion from daily routine after periods of hard work. They serve as an avenue to personal growth and enrichment as the hobbyist is challenged to learn and experiment. They raise self esteem through the personal satisfaction received by making one's own decisions, and following projects through to a satisfying completion. By providing an outlet for creative expression of latent skills, talents and abilities, they open the mind to new activities, put more life into life, and fulfill the basic human need to communicate.

Mental health is enhanced through the relief of stress and frustration. They offer the hobbyist intellectual stimulation overriding boredom and monotony with a revitalization of interests. Often they provide opportunities for companionship and making new friends as fellow enthusiasts share their spare time activities together. Hobby club members feel part of a group and enjoy the satisfaction of group acceptance.

#### ... A good activity should be varied enough to dispel boredom and allow the hobbyist to grow with his interests . . .

#### **CHOOSING A HOBBY**

There are a number of factors the individual should take into consideration when choosing a new hobby: his own personal interests and curiosities; the amount of time he's willing and able to devote to the activity; the quantity of space available to store his equipment, tools or collections; and finally, the amount of money the hobbyist is willing to spend on his spare time interest.

In addition to these practical considerations, the prospective hobbyist should take an inventory of his personal preferences to determine what leisure interests will give him the greatest satisfaction. It should be an open-minded relaxed, positive choice that will help him draw out his hidden talents.

A good activity should be varied enough to dispel boredom and allow the hobbyist to grow with his interests. It should offer even the neophyte a sense of accomplishment and satisfaction through creative selfexpression. What often holds some prospective hobbyists back from fully enjoying their interest is a kind of inferiority complex about their hobby-a feeling of insecurity about their own creative abilities. But the novice hobbyist should always remember that being an expert takes time and, in fact, is not necessarily the goal—simple enjoyment of a leisure time pursuit is the main object.

A hobby should be an extension of a person's habits. personality, ambition and tastes. How one spends his working hours might also influence his choice. For a worker who spends most of his time alone all day long, a group endeavor such as a band or chorus might be just the choice to pursue. For someone who's tired of dealing with people, a quiet activity like collecting and reading about moths and butterflies might be the answer.

There are three major categories of hobby interest: collecting, model building and arts and crafts (see boxes, pages 8 and 9).

#### COLLECTING

It's not just stamps and coins today. The philatelists and numismatists are moving over for the deltiologists (postcard collectors) and phillumenists (collectors of matchbook covers.) While the traditional pastimes of coin and stamp collecting certainly still have their followers, there's a much wider diversity in collectors today than there has ever been before.

A recent article by the New York Times points this out well. Just about anything and everything collectible is snapped up by enthusiasts—canes, beer mugs, tobacco tins and toys; sheet music, cookie cutters, valentines and spoons. Organizations like the International Wizard of Oz club, MOO (Milkbottles Only Organization), and the Pen Fanciers Club (dedicated to the pres-

#### professional services directory

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ervation of the memory of the fountain pen), all attest to this diversity. According to the *Times*, anything to do with nostalgia from the 1920's, '30's and '40's is very much in vogue among today's collectors.

Why do people collect? Some do it for the sheer enjoyment of possessing a collection of items not generally available to others. Some collect for the satisfaction that comes with completing a set. Still others do it because they believe (or at least hope) that their collection will realize some significant monetary value over a number of years—even if they have no intention of selling it.

#### **MODEL BUILDING**

Model building and operation is one of the oldest, most popular and best known of the traditional hobbies. Enjoyed by young and old alike, this hobby gained a foothold in the late 1920's when model airplane kits were produced by a few small companies for the thousands of American boys who had become entranced with Charles Lindbergh and other pioneer pilots of that era.

Within ten years model railroads became popular but World War II interrupted its development. More recently, model building enthusiasts have turned to model racing. Most, however, still find pleasure in building and collecting model ships, boats, cars and rockets for construction and display.

#### ARTS AND CRAFTS

Arts and crafts hobbies involve the use of the hands and tools where the hobbyist works on component parts to come up with a tangible end product. This end product may be for practical use or simply for aesthetic enjoyment. Hobbies in the arts and crafts categories may be carried out relatively inexpensively by starting out on a small scale with a few essentials then adding to the hobby equipment and tools as skills advance and interest climbs.

#### STARTING A NEW HOBBY

People should begin a new hobby by talking to others with the same interests, watching them at work, and learning as much from them as possible. Many hobby and department stores, "Y" 's, schools and community organizations may offer hobby classes. Other resources to investigate are printed materials from libraries, book stores and hobby shops such as books, magazines and newspaper columns devoted to the subject. Books may provide photos, diagrams, patterns and plans. Magazines and newsletters can provide techniques and new developments. Even ads in these publications can be informative and educational. Viewing the work of other

hobbyists by visiting galleries, cultural centers, art festivals, hobby shops, exhibits, auctions and state fairs, can give enthusiasts numerous ideas.

#### COMPANY BENEFITS

Just as hobbies can be rewarding to the individual, hobby clubs can be of significant benefit to the company that sponsors them. Among these benefits are the following:

#### ... It should offer even the neophyte a sense of accomplishment and satisfaction through creative self-expression . . .

Higher Morale: A hobby club creates good will between employee and employer because it makes the employee feel his needs are important to the company he works for. The opportunity for an employee/hobbyist to relax and enjoy his leisure time will naturally contribute to a positive mental outlook on his employer and his job, and contented employees make industry more economical.

Increased Communication: Hobby clubs enable the individual to meet fellow workers from other departments in the company and expand friendships. This fosters a sense of closeness, fellowship and camaraderie. It also improves the lines of communication upward, downward and horizontally making for better cooperation throughout the company. A hobby club can serve as the great equalizer, uniting workers from different levels and departments with a common interest. They offer a place to compare projects, swap ideas and work off the frustrations of the day.

Positive Public Relations: Hobby clubs naturally lead to hobby shows that can be great for community relations and company acclaim.

There's little question anymore as to the value and importance of enjoying our expanding leisure time. And pursuing a hobby, alone or in clubs, through collecting, model building, or dabbling in the arts and crafts is one way of assuring that such time will be well spent. And that can only mean good things for the individual, the company worked for and society in general.

# Golicogoing Chicogory

Plan to attend the
40th Annual NIRA
Conference & Exhibit
Holiday Inn Mart Plaza
Chicago, Illinois
May 6–10, 1981

## **IDEAS CLINIC**



Melvin C. Byers, CIRA NIRA Consultant

We are a small company of 226 employees, and as personnel administrator, I must assume many other functions of personnel that would be handled by staff specialists in a larger company. I would like to provide all the benefits of a good personnel program, but as one person, there is a limit to what I can successfully accomplish. What solution do you have for us loners working in small companies that can't afford staff assistance?

There is no doubt in my mind that the personnel director of a small company just has to be a dedicated, hard-working individual. They are faced with all of the same duties and functions to perform as his or her counterpart in the large establishment with far less help and fewer dollars budgeted to obtain comparable results. Only the top management of such companies can make the task more productive by their understanding of the operations and by placing priorities on those sectors they feel most important. Executives in management are many times employees that have had little or no knowledge of personnel administration. This then requires some educational missionary work on the part of the personnel director that hopefully will open the door for development and progress of personnel services. It could mean more help or using others in management roles to assume some of the personnel functions under the personnel manager's direction.

The secretary to the plant management may also be the editor of an employee newsletter. The receptionist may be handling some phases of employee services. The comptroller or bookkeeper may be in charge of suggestions while volunteers from lesser supervisory positions and their employees may find an hour a day or per week for extra personnel functions. It's a great opportunity for training and acquainting both employees and management with all sectors of personnel that eventually pay off in many ways. Those things most needed, most de-

sired and understood are the things that will be accomplished under any circumstances one way or another.

The president or plant manager is without a doubt the person with his or her hand on the employee attitude thermostat. A turn may make the work place comfortable, enjoyable, and far more productive but only a slight move in the opposite direction can create a frigid climate that may take years to thaw. All that is done for employees does not always require extra time on the part of the personnel manager. It can, therefore, be delegated around the office or plant.

With an employee organization formed under management's supervision, even more can be accomplished that will greatly enhance the importance of personnel operations with management and their people. Employee organization officers and committees will enjoy this relationship and be eager to assist wherever possible. However, such an organization should always have as its top advisor and, sitting in on board or executive committee meetings, the plant manager, owner, president, or vice president. This, in turn, gives added support for the personnel director's input as acting director of the organization.

No matter how small the company or business may be, there is that real need to bring all of its people into one socializing, in-company family spirited group, if for no other reasons than to improve communications and establish satisfactory procedures for recognizing and offering remembrances, congratulations, and commendations. If a bowling or golf league, a ball team, or a family picnic evolves from such meetings, I'm sure the leadership present will find ways and time to operate and administer the programs. With management also recognized as employees—for they are—their membership and involvement will be the cement that adds to the building blocks of humanitarian interests and the bottom line profits and benefits for all involved.

# CONDUCTING SUCCESSFUL BUSINESS MEETINGS

Meetings are a fact of life in the business world. Every chairperson, supervisor or employer is confronted with the need to hold meetings. It's impossible to have an effective workforce without them.

With large meetings there's usually very little opportunity for individuals in attendance to contribute their own thoughts. Here attendees sit and listen to the meeting leader whose primary role is one of passing on information. In small meetings, however, active participation of those present is almost always the key to their success. Large or small, formal or informal, a meeting must be well planned and well directed to effectively accomplish its goal.

Getting a free exchange of ideas is a skill which most of us can learn to sharpen. Any improvement in our ability to draw out the ideas of a group will add to the quality of every meeting held. The best way to improve our discussion leading abilities is simply to practice. By contributing our own ideas regularly to meetings we're involved in we'll soon have the courage to perhaps lead our own.

All of us attend many meetings-

probably more than we think we should. Why do we hold so many? Perhaps because business is becoming more and more complicated and people require more incentives and encouragement. There are fewer opportunities to talk with individuals or take the time required to deal with them directly. Thus there's a greater need to improve product, sales, or participation through promotion, education and more information dissemination by means of holding group meetings. Their primary purpose, probably the most profitable, is to encourage new ideas, elicit suggestions, and encourage a team effort by helping each participant feel free to question or contribute his or her thoughts.

The larger the group, the less freedom of expression will be evident. It is also true that all matters cannot be solved or improved by group meetings alone. There must always be a means for private consultation and discussion regardless of the extra time it may take. For some people, meeting on a one-to-one basis is the only way they can feel comfortable in a discussion or exchange

of information. Therefore, following meetings always keep the door open for individual requests to discuss either the subjects of the meeting or ideas and suggestions stimulated by meeting attendance.

With some subjects it is difficult, if not impossible, to obtain group participation at first. As an example, discussing the diagram for wiring a switchboard with people unfamiliar with the basic principles of the system would be foolish. Here an educational process must first take place before discussion can be of any value. Therefore, although very important, group participation and involvement techniques are not always the answer to successful meetings.

"Reflect Consultation" is one method meeting leaders can employ that has considerable merit. Here the leader encourages questions from the group and then proceeds to moderate a discussion among the meeting attendees by encouraging them to seek answers among themselves. This method, of course, is time consuming and requires patience and leadership abilities. Again, the in-



dividuals involved must have sufficient knowledge of the subject to participate successfully. When people feel they are contributing to the discussion, there is more gained and retained from a meeting.

Unsigned, folded question cards passed out prior to a meeting and collected before its conclusion provide the speaker or leader with questions often not voiced in an open meeting. Some people may be reluctant to ask questions that could reflect their lack of knowledge or jeopardize their relationship with the organization or speaker. Question cards, therefore, provide the means to answer questions that might otherwise be embarrassing. Unfortunately, especially in small or individual meetings, both leader and participant are inclined to project thoughts, suggestions, and comments that appeal to one another and are often reluctant to voice their true feelings which they may fear would create an uneasiness or unpopular

stance with others.

Scheduling the meetings at convenient times and announcing the topics of discussion ahead of time provides both leader and participant with advance information that allows both to prepare for the meeting and perform any research that may be required on the subjects under discussion.

A record of the meeting should be kept, be it in note or minute form and a follow-up system provided to see that some action is taken as a result of the meeting. Without a doubt, one of the most ignored factors in conducting meetings and their follow-ups is failing to credit participants for their contributions. If more team effort is to be accomplished, then personal attention must be given those who make the effort to contribute. Everyone has a supervisor or superior to whom he or she answers. A note of gratitude for actively taking a part in a meeting sent to the participant with a copy forwarded to the supervisor or superior plays an effective role in creating more input, not only from that participant but also from all others hearing about it. Be sure, however, to be selective in your compliments. Once it appears to be routine for everyone, its value diminishes.

Meetings are an excellent discovery market of leadership and potential supervisory material. They offer an opportunity to assign tasks and evaluate efforts, all of which are vital to the progress of any organization.

By planning your meetings well, encouraging all in attendance to participate, and following up with acknowledgements of appreciation, your meetings should net excellent results—the topic at hand will be well discussed, the people involved will feel they've made a valuable contribution, and the goals of the meeting will be met, giving all involved the freedom to move on to the other business at hand.

## **EVIDENCE**

by Frank Havlicek Motorola, Inc. VP, Research and Education

EVIDENCE is a new column to be published periodically in Recreation Management that will supply readers with new "evidence" that can be used to sell management on employee programs and services. EVIDENCE is compiled by the Research and Education committee under the direction of its Vice President Frank Havlicek. Should you find material you feel would be useful "evidence" in obtaining management support of employee programs, please send it to Frank Havlicek, Motorola Inc., 1303 E. Algonquin Rd., Schaumburg, Illinois, 60196. This month's column provides excellent evidence supporting the establishment and maintenance of an employee fitness program.

- According to a recent article in the Los Angeles Times three life insurance companies—Manhattan, Unity Mutual and Occidental of North Carolina—offer substantial discounts to individuals who are physically fit.
- A comprehensive study by Canada Life found that regular exercisers in its fitness program had a 22% decline in absenteeism, representing some \$300,000 annual savings in a company of 1,400 employees. Also important, this group's turnover was 13.5% less than the control group.
- A study by the Physical Education Department of Purdue University and Washington University (St. Louis) determined that the average non-accident, insurance claim for the non-exercisers was approximately twice that of the regular exercisers.
- Dr. Ralph Paffenbarger researched the activity habits and in-

cidence of heart disease of nearly 17,000 Harvard alumni. He concluded that those with low activity levels had a 64% higher risk of heart disease than those with a higher activity level. He also concluded that higher physical activity might have avoided "about 149 of the 572 attacks" suffered by the group studied.

- A survey on "Health Maintenance" conducted by Pacific Mutual Life Insurance Company demonstrated that individuals who are inactive or who are overweight have a substantially higher risk of various debilitating diseases including back trouble, heart conditions, high blood pressure, and depression.
- The common backache, although far less insidious than a heart attack, costs American industry over one billion dollars annually in lost goods and services and another \$225 million in worker's compensation, according to the National Safety Council. However, this malady is correctable in about 80% of the cases through regular exercise.
- In the "Framingham Study," a Public Health Service team monitored the health of more than 5,000 adults for over ten years. Inactive men were found to have more than three times the risk of heart attack as those classified "most active."
- The "HIP Study" involved 110,000 members covered by the Health Insurance Plan of Greater New York. Men classified as "least active" had twice the risk of a coronary as those classified "moderately active." Moreover, of those who did suffer a heart attack, 57 percent of the non-exercisers were dead within four weeks after the heart attack, as compared with only 16 per-

cent of those who exercised regularly.

Studies by the National Aeronautics and Space Administration and the Heart Disease and Stroke Control Program concluded that a program of regular exercise reduced absences, improved stamina and work performance, and enhanced concentration and power of decision making. In contrast to the average office worker whose efficiency decreases 50 percent of the final two hours of the working day, the exercise program participants were found to work at full efficiency all day.

- A 1975 study conducted by W.W. Spirduso and reported in the *Journal of Gerontology* analyzed reaction time of active and inactive males as an indication of the efficiency of the overall central nervous system, especially the brain. It concluded that the reaction time of "active older men" (average age approximately 56) is about twenty percent faster than that of non-active older men.
- There is research that suggests that the increased oxygenation of the brain, a result of exercise, can significantly improve mental performance. One test, conducted at the Veteran's Administration Hospital in Buffalo, found an improvement of twenty-five percent in memory tests through increased oxygenation treatments.
- Dr. Arnold Mandell of the University of California at San Diego has been quoted as saying: "The effects of exercise are like taking drugs to improve sleep, appetite and tolerance to pain, ease headaches and lift depression."

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## **NEWS IN BRIEF**

## **Benefits Take Bite Out Of Payroll Dollars**

According to an article in the Wall Street Journal, by the end of this decade 50% of the cost of employee payrolls may be going toward fringe benefits. Currently, about 37% of payroll costs are earmarked for such benefits. Inflation, predictors say, will make present benefits cost more and as employees get pushed into higher tax brackets, they'll want new benefits.

Future fringes will reflect a more female, leisure-oriented work force. That means more personal holidays, flexible hours and tuition reimbursement. With a "cafeteria" approach to fringe benefits workers will be able to choose among options. Surveys also suggest a bigger preventitive medicine push with more vision care coverage and corporate exercise facilities.

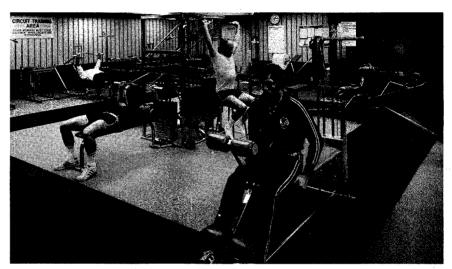
## "Football Widows" Have Own Option

For anybody who has ever wondered what a 'first down' is, what a T-formation looks like or what the difference between a 'pick and roll' and a 'give and go' is, A WOMAN's GUIDE TO SPECTATOR SPORTS by Kathryn Lance (A & W Publishers, \$7.95/paper, \$12.95/cloth) has all of the answers, to these and hundreds of other questions about the five major team sports: baseball, basketball, football, hockey and soccer.

Without assuming any previous knowledge, A WOMAN'S GUIDE TO SPECTATOR SPORTS presents the fundamentals of each sport, moves on to the finer points, describes the most commonly employed strategies and tactics, and shows how to follow the game while watching it in person or on TV. It is addressed primarily to women be-

cause it has been learned that a lot of women do not know what is going on in pro sports, simply because they did not grow up playing them as most of their male counterparts did. A WOMAN'S GUIDE TO SPECTATOR SPORTS is an invaluable manual for anyone who feels left out

(continued on page 26)



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## WHO ARE WE?

## **A Profile of Industrial Recreation Directors**

by John H. Jones, Ed. D., Chairman Recreation and Leisure Services Department East Stroudsburg State College, Pennsylvania, and

Daniel Ross, Industrial Recreation Manager Bowen & Mc Laughlin Bear Station, Pennsylvania

Most research in the field of industrial recreation tends to focus on programming. Types of programs offered, who participates and program costs are typical topics reported. The authors agree that studies related to programming concerns are important and encourage expanded efforts related to those concerns. Our concern, however, was focused on the individual responsible for providing and conducting these programs—the industrial recreation director. Who is he? What qualifications does he possess? What does his job encompass? The answers to these questions and others are provided in the findings reported here.

This study involved 108 industrial recreation directors from throughout the continental United States. Questionnaires were sent to 177 directors during the spring of 1979 and data were tabulated based on the 108 questionnaires returned. Only those industrial recreation directors who were members of NIRA were surveyed.

#### Age, Sex and Marital Status

The typical industrial recreation director was a married, middle-aged male. Exactly 80% of the directors we surveyed were male and 72% were married. Twenty per cent of the directors were single individuals while 72% were married. Twenty per cent of the directors were single individuals while only 3% were sep-

arated/divorced. As figure 1 indicates, there was a distinct, direct correlation between age and employment as a director.

### Education and Experience

Industrial recreation directors possess varying levels of education, but can be generally classified as college graduates having majored in either business or recreation (Table I). These figures are encouraging since they indicate that industrial recreation directors must be competent administrators with both business and activity skills.

Figure 2 should be encouraging news to present college students seeking future employment in industrial recreation settings. It clearly indicates that the hiring of industrial recreation directors is a relatively recent phenomenon, and that if current trends hold true to form, industries will be seeking additional staff members to manage their leisure programs.

Recreation is not just a baby-sitting service, and from the findings we received, it is apparent that industrial board members and executives realize that recreation fulfills a basic human need and thus contributes to overall worker production and satisfaction. The leisure services program delivery system, therefore, must be managed by competent individuals. Our results indicate that it is.

### Program and Staff Size

The importance of recreation programming in industrial settings is evidenced by the findings reported in Table II. These figures illustrate rather vividly that the offering of well-managed leisure programming to employees occurs in all types of industrial operations, regardless of size.

It was not possible to determine whether the sizes of industrial recreation staffs were adequate based on the data we received. We can report, however, that most industries realize that one person cannot manage a well-rounded recreation program alone. Our findings were that 48% of the industrial recreation directors reported to have less than 5 staff members; 26% had between 5 and 10 staff members; and 26% had more than 10 recreation employees. This is, again, a favorable and positive sign of the importance of recreation in industrial settings. In addition, many of the directors indicated that managing recreation programs was not their sole function. They were also involved in performing public relations functions for their companies, managing emloyee stores and organizing constructive activities for retired company employees.

In summary, we believe it is accurate to conclude that the recreation director is a valuable member of the industry's management team and that those industries which realize this are the ones that are in the forefront of our country's economic and human development.

TABLE I

Level of Education and College Major of Industrial Recreation Directors

Level of Education		College Major	
Less than High School	0%	Business	34%
High School Diploma	28%	Recreation	29%
Associate Degree	16%	Physical Education	15%
Bachelor's Degree	35%	Education	9%
Master's Degree	20%	Other	13%
Doctorate	1%		

TABLE II
Size of Industries Offering Leisure
Programs To Their Employees

INDUSTRY SIZE	PERCENT
Less than 1,000 Employee	s 12%
1,000–4,999 Employees	8 12% 31%
5,000–9,999 Employees	19%
10,000 and over Employee	

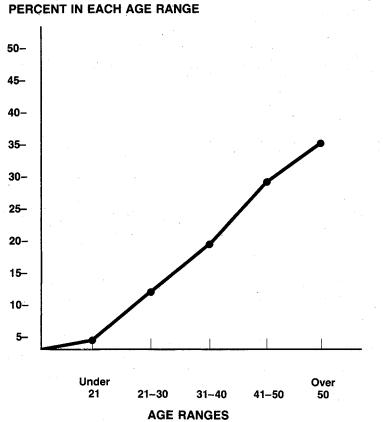


FIGURE 1. Age Range of Directors

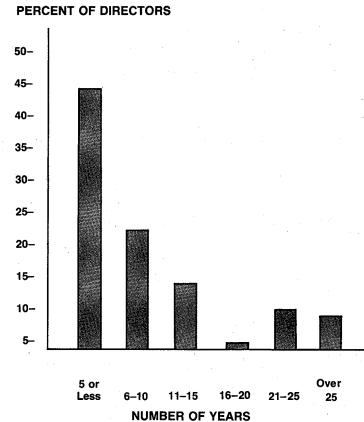


FIGURE 2. Directors' Length of Time In Present Position

## Know us by the companies we keep

ZAVCO LYCOMING DIVISION 550 SOUTH MAIN ST. STRATFORD, CONN, 06497





The National Industrial Recreation is known by the companies it keeps-year after year. Over 2,200 company members represent NIRA, which was established

in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.

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ROCHESTER TELEPHONE



















#### PRESIDENT'S WORD

(continued from page 5)

Now, what about our responsibility to employees? As mentioned before, we are in an enviable position. We are close to employees—far closer, in many respects, and in important ways, than management can be. As we serve employees through the conduct and administration of our programs, we are offorded a marvelous opportunity—and responsibility—to see them, to talk with them, to listen to them.

We can be the employees' "first line" advisors, counselors, and problem-solvers if we are "tuned in" to them. We can—again, without any ulterior motives—effectively represent management by responding to employee concerns or questions about policies, procedures and practices. We can help achieve understanding where there is confusion and acceptance where there is doubt. In short, we have the responsibility to help them be what most of them wish to be—happier people and better employees.

If we are content to merely plan and conduct programs we are operating a one-dimensional business. If, on the other hand, we keep in mind that the "ripples" we generate will inevitably "touch the edges" then we will be much more likely to recognize our unique position and work toward the realization of the goal of bringing management and employees together.

That is our challenge—and our responsibility.

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#### **News In Brief**

(continued from page 17)

when the talk turns to sports—at a party, during a business meeting, even with the family. It will be welcomed by anyone who has been confused by the jargon and doubletalk used by sportswriters and sportscasters in the more traditional sports guidebooks, newspapers columns, and radio and TV broadcasts. It is perfectly suited to the would-be fan who is too embarrassed to ask questions or whose friends' over-explanations tend to create more befuddlement than ever. Though it doesn't promise to make anyone an expert, A WOMAN'S GUIDE TO SPECTATOR SPORTS will enable the reader to follow a sport in person or through the media, to take part in a knowledgeable conversation, and to know what questions to ask when something puzzling comes up.

## Fire Protection—Subject of New Free-Loan Film

A look at fire protection—from the smoke detector to the fire hydrant—is the topic of a new 27-minute free-loan film available from Modern Talking Picture Service and Modern TV.

"Trial by Fire," sponsored by Underwriters Laboratories, Inc., takes a detailed look at the testing of products and materials in the Fire Protection Department of UL, and offers valuable information to the consumer regarding fire prevention.

Included is a walk through a typical American home in search of potential fire risks. Many fire hazards can be prevented by thoughtful planning, and the film offers important information to the homeowner on how to protect against fire losses.

All members of the family will be interested in the information contained in "Trial by Fire." Free-loan prints of the 27-minute sound and color film are available from Modern Talking Picture Service, 5000 Park Street North, St. Petersburg, Florida 33709. Television stations should contact Modern TV at the same address.

## Racquetball Is Nation's Fastest Growing Sport

According to a survey by the A.C. Neilson Company, racquetball is the fastest growing participant sport in the U.S. today. According to the survey which covers the period from 1976–79, the sport has increased by 283% in this period and now boasts more than 10.6 million players. The nation's most popular sport continues to be swimming with more than 105 million participants. Swimming is followed in popularity by biking, camping, fishing, bowling, boating, jogging/running, tennis pool/billiards and softball.

## **Bicycle Commuting Up**

With dual goals of driving less and keeping more fit, people all over the country are pedalling their way to work. According to another note in the Wall Street Journal, some 130,000 New Yorkers now commute to their workplace by bike, a tenfold increase since 1975.

In Seattle Washington, there are an estimated 3,200 bicycle commuters. Five years ago a half million people commuted by bike to work. Estimates are that if a million more

(continued on page 26)

## **NIRA NEWS**

## Positive Research Results Noted By Lockheed ERC

The Lockheed Employee's Recreation Club at Burbank, California, assigned Linda Rios, a recreation major at California State University, Northridge, to a special project while she was serving an internship at the LERC. Her research and computations indicated that the LERC saved its employees over \$325,000 for the calendar year of 1979 on just three special programs.

The leading money saver was the referral program in the amount of approximately \$220,000. With this program the club refers or offers the employees an opportunity to buy merchandise at a substantial discount. The wholesale meat program saved employees about \$125,000 and the discount film processing netted savings of over \$42,000. This program also offers discounts on appliances, furniture, automobiles, Bronson vitamins, New England Arts, Christmas cards, tires, insulation, See's candy, Knott's Berry Farm Products, Trans-Alaska seafood, ham and cheese products, and a number of other specialty items.

The second money saver came from ticket sales. These sales were just from the special events that LERC offers employees such as special Lockheed employee days at Disneyland, Sea World, Knott's Berry Farm, Six Flaggs and other California attractions.

The third project undertaken by LERC was the sale of discount cards and coupons good for admission to Southern California's many theme parks, sports centers, theatres, amusement centers, stadiums and special shows. Hundreds of thousands of discount cards and coupons were sold to more than 27,000 Lockheed employees. The most conservative estimates indicate that Lock-

heed employees saved more than \$62,000 on this phase of the program alone.

Like other recreation programs, LERC saves its employees thousands of dollars on all of its recreation activities. Hobby clubs, athletic programs, picnics, dances, classes, and so on save employees dollars that are almost impossible to calculate.

These are just the direct monetary savings. The value to mental and physical health, loyalty to the company, respect between all employees and the many other values derived from a well organized program are the real worth of this recreation association and its clubs. Unfortunately there is no way to attach a dollar value to these intangibles.

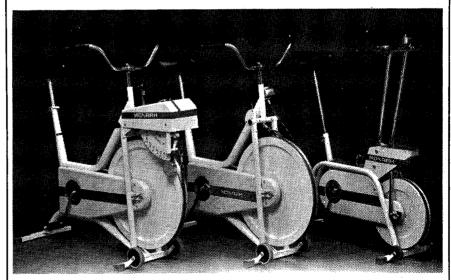
Because some top management can relate to monetary values more readily than human values, Employee Services and Recreation Managers have to constantly strive to prove the worth of their programs. One way of doing that is by diversifying employee recreation and services programs and proving their importance to employees and company alike.

## **Check Fine Print Of Musicians Contracts**

For many years it has been customary to sign a standard musicians union contract when arranging entertainment. If you're still signing the standard contract, you may be setting yourself or your company up for costly legal entanglements according to Frank Havlicek, Motorola, Inc.

(continued on page 26)

## **MONARK** for fitness for fun!



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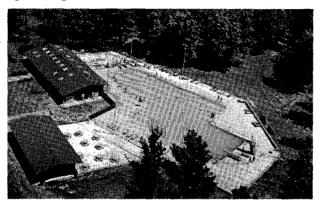
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#### **ASSOCIATE PROFILE**

## Planning Assistance Available Through Allen Organization

The importance of keeping employees and their families fit and content is being recognized by more and more industries. By providing the means for health and happiness, absenteeism and job turnover can be greatly reduced. The Allen Organization has been assisting industries to achieve these goals since 1945. The Allen Organization, the Recreation Planning Department of Rist-Frost, Associates, offers services ranging from feasibility studies, through master plans for the development of recreation areas to complete architectural and engineering services.



IBM has used these unique capabilities at nine locations across the Country. Ceraland was designed for Cummins Engine Co. in Indiana. Other clients have included Electrolux Corp., General Electric, State Farm Insurance Co., Collins and Aikman and many more.

The Allen Organization has specialized in sound recreation facility planning for 35 years. It has worked with industries and communities throughout the United States in developing the standards and guidelines that are accepted today. The expertise of its staff assures clients of quality, low maintenance, energy efficient, functional facilities. Swimming pools, tennis courts, sports fields, ice skating rinks, physical fitness trails, golf courses and children's areas are among the outdoor facilities designed by the Organization. Indoor facilities include weight lifting and exercise rooms, gymnasiums, racquetball and squash courts, saunas and whirlpool baths, shower and locker rooms, lounges, arts and craft areas, bowling alleys, meeting rooms and the like.

Stewart Allen, Director, has been with the firm since its inception. He is a Trustee of the National Recreation and Park Association, the former President of the Council of Park and Recreation Consultants, the author of a book and numerous articles and is a frequent speaker at regional and national conferences.

For further information and a brochure of the Allen Organization, call or write Stewart E. Allen, Allen Organization, 21 Bay Street, Glens Falls, New York, 12801, 518-793-8386.

#### **ASSOCIATE PROFILE**

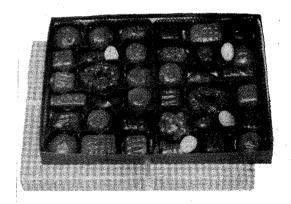
## "Sweetest Program of the Year" Offered by Swersey's Chocolates

Swersey's Chocolates, a new Associate Member of NIRA has provided NIRA members with fine quality confections at holiday times for more than thirty years through its money saving Group Buying Plan.

We know from experience that providing members with our products at holiday time is a service that employees appreciate and look forward to. Not only do we provide considerable savings to them on candies for Halloween, Thanksgiving, Christmas, Valentines Day, Easter and Mother's Day, we also enable their employees to obtain the finest in confections delivered directly to their place of work avoiding holiday rushes.

This is the only way our unique products may be obtained. They have all been created solely for our Group Buying Plan and cannot be obtained in retail stores. One large order is what makes it possible to sell direct to you, bypassing all middlemen and passing these savings directly on to your employees. We prepay all delivery charges and all orders are delivered within ten days after receipt of order.

Swersey's has two different programs to offer NIRA members. One program acts as a service to the employees, offering the candy at the greatest wholesale savings. Our other plan has a built in profit for your association's treasury when used as a fundraiser. We provide free of charge all materials necessary for your association to get our program under way.



Everyone looks forward to gift giving at this time of year, and Thanksgiving or Christmas is the perfect time to get your association started with "the sweetest program of the year." We are proud of our reputation for service and quality at Swersey's and would be glad to put you in touch with various fellow companies in NIRA that have enjoyed our products for many years.

Please feel free to call or write for free samples and literature. Contact John Swersey, Swersey's Chocolates, 54-01 Grand Avenue, Maspeth, New York 11378. Phone: (212) 497-8800.

## Obtaining The Best Services/ Activities Mix For Your Organization

by Keven Morris
Administrator of Recreation
McDonnell Douglas Corporation

One of the goals of the recreation administrator is to develop and maintain a worthwhile balanced program which offers employees meaningful interraction among themselves. Programs should include recreation services as well as standard and varied activities to stimulate the mind and body alike. While a varied program of recreational activities might reach the more active or athletically inclined, a program consisting solely of these activities will fall drastically short of reaching the majority of employees eligible to participate in the programs offered.

At the same time, a program comprised only of employee services will fail to meet the needs and desires of employees seeking a more active or athletic way in which to spend their leisure time. The establishment of quality programs, which meet the majority of the wants and needs of the employees, is the basis for a successful recreation program.

At McDonnell Douglas-St. Louis, we employ a wide range of services and activities to meet the needs and wants of some 32,000 employees. Among the employee services we provide are: sale of discount tickets to various amusement and theme parks; ticket sales for various local entertainment and sporting events; the purchase of flowers for sick em-

ployees and family funerals; purchase of personalized baby shoes for employees new babies; the sale of hunting and fishing licenses and discount magazine subscriptions; a free notary public service; tax forms, travel literature and car-pool information.

Also at McDonnell Douglas are some employee activities that double as services to the community. During the Christmas season, in conjunction with the St. Louis chapter of the Salvation Army, we supply dolls to our employees who take them home and make or purchase doll clothes for them. The newly outfitted dolls are then picked up by the Salvation Army and distributed to the children of less fortunate families in the St. Louis area. As another project, some of the employee clubs provide exhibitions and materials of interest to various community organizations. Our Sportsmen's Club provides speakers, demonstrations and lessons to some of the local schools for the handicapped. We feel employee activities like these are an invaluable part of our employee program providing much needed services to the community.

Sports activities at McDonnell Douglas include most programs offered by community parks and recreation departments. The large number of individuals and teams involved in these programs attest to their success. Currently the McDonnell Douglas Recreation Department sponsors 43 basketball teams; 200 bowling teams; 123 softball teams and 25 volleyball teams. In addition we offer soccer, tennis, handball and racquetball.

McDonnell Douglas is unique in the celebration of NATO Day and United Nations Day as a company holiday. We plan special activities on each of these special holidays for the benefit of the employees and for the information and education of the general public. One of the more successful of these activities is the annual United Nations Day "Run for Fun" which draws participation from approximately 1,000 employees and their families.

We also offer a comprehensive activities program for employees who want to be more active in clubs and sports. These sports and hobby clubs include Amateur Radio, Archery, Arts 'n' Crafts, Astronomy, Beer Can Collectors, Bicycles, Bridge, Camping, CB Radio, Coin & Stamp, Dance, Home Movie, Model Airplane (scale), Model Airplane (radio-controlled), Model Airplane (free-flight), Music Tape, Photography, Physical Fitness, Model Railroad, Rifle and Pis-

(continued on following page)

#### SERVICES/ACTIVITIES

(continued from previous page)

tol, Rockhounds, Saddle, Sailing, Scuba, Ski, Sportscar, Sportsmen, Toastmaster and Trap and Skeet.

Besides the services, clubs, and activities available to employees, McDonnell Douglas also provides information on company/employee discount programs and entertainment events in the area. Additionally, we lend sports equipment and other items to employee groups for departmental picnics.

We feel that the employee recreation program at McDonnell Douglas is a well-rounded one providing something for nearly everyone wishing to actively pursue a leisuretime interest. More than 8,000 employees are involved in these programs.

The increasing number of employees who actively take part in company activities, clubs and sports, as well as the increasing sales of discount tickets for local sporting and

international events, are proof that the employee recreation and services programs at McDonnell Douglas are not only well accepted by employees, but are indicative of a well balanced program. Now that we have attained the goal of providing a good mix of services and activities for our employees, we intend to improve upon it for the good of the employees as well as that of the company.

#### **NIRA NEWS**

(continued from page 23)

The long used musicians union contract refers to those contracting for the service as the "employer". This denotes a tremendous responsibility. The status of "employer" binds a person to report and pay certain taxes including workman's compensation should a musician become hurt or disabled during an engagement. With the use of raised temporary stages, lighting and audio

cable, the chances for injury do exist. And you as "employer" might have to pay the doctor bill.

Either draw up your own contract or use the help of your legal department. The musicians union is aware of the "employer" controversy and has designed a new contract to avoid this problem. However, many local unions have not requested the new forms and still use the old contract. If you find yourself in this situation, there is a solution. Wherever the word "employer" appears (22 times), cross it out and write the word "purchaser". In the blank marked "Wage

agreed upon", make reference to a paragraph at the end of the contract outlining the fact that you are not the "employer". If you are working through a theatrical agent, the agent can write you a letter absolving you of the "employer" responsibility.

The band or orchestra leader should be responsible for the musicians and the contract should reflect the understanding that they are the "employer". If you are working directly with the leader, you might want to get a letter of agreement saying that he or she is the "employer" and attach it to the contract.

#### **NEWS IN BRIEF**

(continued from page 22)

Americans pedalled their way to work each day it would cut U.S. oil usage by about 3.2 million barrels a year.

## Women In Sports: A Comprehensive Work

The tenth volume to appear in Gale's Sports, Games, and Pastimes Information Guide Series, Women in Sport: A Guide to Information Sources (139pp.) is an annotated collection of existing material on the role of women in sports of all kinds. While the recent surge of interest in sports programs for girls and women appears to be a modern phenomenon, the involvement of women in sports is as old as civilization itself.

Among the types of published materials covered in the guide are

specialized periodicals, biographies of sports heroines, special instructional books, and various references devoted in whole or in part to women in sports. Also covered in the guide are audiovisual sources, conference reports, sports halls of fame, and national sports organizations.

Women in Sport is arranged in four parts to provide thorough coverage of general reference works, biographies of sportswomen, techniques of instruction, and periodicals, films, and other sources of information. Part one treats reference works, including historical works and general references. Included in the section on historical works are selected early publications of historical interest, histories of women's sports, and books about women in the Olympic Games. Completing the

part on general reference works is a basic list of recommended books.

"Biographies of Sportswomen" contains annotated references to collections of biographies as well as to biographies of women active in these sports: Golf, gymnastics, horseback riding and racing, motorcycling and auto racing, mountaineering, skiing and ice skating, swimming, scuba diving, and sailing, tennis, and track and field.

Many instructional books have recently been written for the female athlete. Covered in "Techniques of Instruction" are collected works on teaching and coaching women athletes, and instructional materials in specific sports.

WOMEN IN SPORT, edited by Mary L. Remley is available through Gale Research Co., Book Tower, Detroit, Michigan 48226.

## Aerobic Training for Women

A study by Kris Berg, Ed. D. and Jerome Cristina, M.S. Ed.

Research has clearly demonstrated the beneficial effect of physical activity on aerobic capacity or cardiovascular endurance. Workload has been quanitified in terms of duration, frequency and intensity as to the threshold required to attain a significant conditioning effect. However, the willingness of the general population to voluntarily and regularly undergo an exercise regimen at the intensity suggested by some authorities appears questionable. This may particularly characterize that segment of the population which has led a sedentary lifestyle over a period of years. If the exercise programs prescribed for people are overly intense or require excessive time to perform, then the likelihood of people making a permanent change in lifestyle which includes exercise is reduced. This study examined the intensity factor of activity to determine if light aerobic exercise would allow for significant changes in aerobic fitness, blood pressure, serum lipids and body weight.

#### **PROCEDURE**

Twenty-six healthy females ranging from 21 to 54 years old with a mean age of 33.69 years volunteered to participate in a thirteen week stationary bicycling program aimed at improving aerobic capacity. All subjects were employed in fulltime clerical positions at Internorth in Omaha, Nebraska and were members of the Company's Fitness Center. None were engaged in a regular exercise program at the beginning of the study and their lifestyles were predominantly sedentary.

Aerobic capacity was estimated on a Monark bicycle ergometer using the Astrand protocol (reference 1). This test involves the heart rate response to a given work load on the bicycle which is based on resistance (kilograms), distance of the revolution (6 meters), and pedalling

speed (50 rpm). Blood pressure was determined by monitoring sounds of the brachial artery. Blood samples were taken in the post-absorptive state to determine serum cholesterol and triglyceride levels.

Subjects were randomly placed in two groups both of which used a stationary bicycle as the major mode

(continued on following page)



JEROME CRISTINA



KRIS BERG

Jerome Cristina, M.S. Ed., left, is Director of the Fitness Center, Internorth, Omaha, Nebraska. Kris Berg, Ed. D. is Associate Professor, School of Health, Physical Education and Recreation, University of Nebraska, Omaha, Nebraska.

RM, October, 1980

#### **AEROBIC TRAINING**

(continued from previous page)

of exercise. Training proceeded three days a week on alternate days for thirteen weeks. A training load based on an elicited heart rate was established for each subject in group 1 (moderate work group) according to Karvonen's formula (reference 2) in which the training heart rate equals the resting heart rate plus sixty per cent of the difference between maximal and resting heart rate. Exercise consisted of an alternating pattern of moderate and light work periods each lasting two minutes.

Moderate work was defined as effort which brought the heart rate to target level. Pedalling speed and resistance were varied accordingly to bring about the desired heart rate. Light work was fifty per cent of the load employed in moderate work and was performed at a pedalling rate of 50 rpm. One set of work consisted of one moderate work phase of two minutes plus one light work phase of two minutes. During the first week of training two sets of work were performed in addition to a three minute warm-up and a three minute cool-down consisting of light resistance pedalling at 50 rpm. Every two weeks, one additional set of work was added so that in the thirteenth week subjects underwent eight sets of work.

The activity for subjects in group 2 (light work) involved continuous pedalling at a workload which produced a heart rate between 110-120 bpm. Pedalling

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speed and resistance were varied to maintain a heart rate in this range. The duration of the work phase was 10 minutes the first week and each week was increased 2 minutes. Immediately following the bicycling, group 2 subjects walked one mile on an indoor track at a rate of 3.5 mph.

#### **DISCUSSION**

Significant reduction in resting heart rate is a typical observation found in those engaged in aerobic activity. The percent drop in basal heart rate was 11.8 and 13.7 percent for group 1 (mild) and group 2 (light) respectively. These changes compare very favorably with those described in other studies although the intensity of work in this investigation was lower than that generally prescribed elsewhere.

The percent gain in maximal aerobic capacity in this investigation was better than 16% in the initial light exercise group and exceeded 30% in the moderate group. The relatively low fitness status of the subjects likely was a factor in allowing such large increases. The training environment, however, may have had an effect. Subjects trained in a modern, comfortable facility under close supervision. Close attention was paid to monitoring heart rate, adjusting seat and handle bars, providing music and making the exercise sessions enjoyable. Also, subjects were volunteers and perhaps possessed a degree of motivation uncommon to subjects in compulsory programs.

Researchers Flint and Drinkwater (reference 7) observed a 12% increase in aerobic power in seven women aged 23–49 who walked on a treadmill at 75–80% of maximum heart rate. However, the duration of their study was only six weeks. Another researcher Edwards, (reference 5) exercised two groups at specific submaximal heart rates. A group working at a heart rate of 125 bpm (47% HR max) demonstrated a gain of 25.8% in maximal aerobic capacity while a group exercising at 145 bpm (63% HR max) produced a gain of 34.3 percent. These data are similar to the approximate thirty percent increase in the moderate work group in this investigation in which HR was about 140–150 bpm.

The ineffectiveness of activity in this study to lower serum cholesterol and triglyceride may be due to the rather low caloric cost of each exercise program. The caloric expenditure per session even in the last several weeks of the study was just over 200 kilocalories (kcals.). The studies which have successfully lowered serum lipids have generally exceeded 300 to 400 kcals energy expenditure. A second limitation in this investigation may have been due to the fact that the subjects had a one week break in training after the twelfth week. This break occurred during the Christmas holidays when the dietary intake would likely have been modified to include a greater total caloric intake and greater intake of

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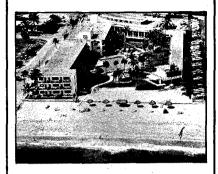
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total fats and carbohydrates. These factors may have counteracted the serum lipid lowering effect of the exercise.

Systolic and diastolic blood pressures decreased in both groups. The significant difference between groups in lowering systolic blood pressure may be a result of the significantly greater weight loss produced in the mild work group.

The capacity of light activity (HR 110–120) to produce significant changes in aerobic capacity runs counter to the work of such investigators as Cooper (8) and Karvonen (2) who have defined a threshold for training to lie at HR 140–150. Edwards (5) found a HR of 125 strenuous enough to elicit a training effect for sedentary populations.

The best criterion of conditioning for the circulorespiratory system for the general population would seem to be the lowest intensity level which produces and maintains a significant conditioning level. Not only is the average individual more likely to enjoy activity demanding an HR of 120 bpm but it is certainly safer for those possessing coronary risk factors.

The following conclusions appear justified from the results of this study:

1. Light and moderate work as defined in this study are effective in lowering resting heart rate and

improving aerobic capacity.

2. For low fitness groups, the threshold for training regarding intensity is as low as 120 bpm.

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RM, October, 1980

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□ Benefit Analysis of the Industrial Recreation Institution  A compilation of several papers, first delivered at the 1978 NIRA Conference and Exhibit. Covers the benefits of employee programs, accountability within and for quality programs, the development of responsible volunteer leaders and the use of a needs assessment survey. 50 pages. \$5.00.	☐ Motorola's Recreation Manual  A comprehensive 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of onand off-site employee activities. Its three-ring loose-leaf binder design allows for continuous updating, revisions and additions, offering ease of page removal for dupli-
☐ Employee Recreation: Outlook for the Future A comparison of data compiled from surveys of NIRA members in 1974 and 1978. Covers activities, facilities, staff personnel and salaries, budgets, and more. 67 pages. \$5.00.	and additions, offering ease of page removal for duplication and distribution. \$35 for NIRA members; \$48 for non-members.  How to Organize and Manage Tournaments Everything you need to know: organizing, publicity, teams, leagues, eliminations, and finals. 36 pages. \$5.00.
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□ Principles of Association Management A basic how-to guide for the association administrator. Published cooperatively by the American Society of Association Executives (ASAE) and the Chamber of Commerce of the United States. Hard cover. 437 pages. \$15 for NIRA members. \$20 for non-members.	program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hardcover. 236 pages. \$14.95 per copy plus postage and handling.**  one copy
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RM, October, 1980

## NIRA CALENDAR

## Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

**Anchorage Industrial Recreation Council**/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

**Associated Industrial Recreation Council**/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesay. Contact Maxine Throckmorton—(614) 223-8412.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)**/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact J. D. Smith—(817) 732-7731.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938.

**Denver Metro Industrial Recreation Council**/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Nita Davis—(713) 490-2777.

**Industrial Recreation Association of Dayton**/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

**Industrial Recreation Association of Detroit**/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact Bill DeNeau—(313) 237-7753.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

**Greater Bridgeport YMCA Recreation Council**/Bridgeport, Connecticut. Meets on the third Tuesday of the month.Contact Jesus Cerrilla—(203) 334-5551.

**Greater Los Angeles Area Industrial Recreation Council**/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 679-4511, ext. 2693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact John Batchelder (617) 357-9500 ext. 3289.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York, Meetings are held once a month from September through May.; Contact Ron Philips—(212) 697-3600.

**Oakland Industrial Recreation Association**/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association**/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2432.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714) 277-6780, ext. 338.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

**Toledo Industrial Recreation and Employees Services Council (TIRES)**/ Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the second Thursday of the month. Contact Irene Heavey—(202) 338-8500, Ext. 551.

#### **National Conference**

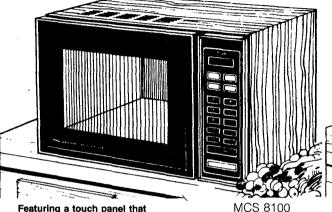
**40th Annual NIRA Conference and Exhibit** will be held May 6–11, 1981 at the Holiday Inn Mart Plaza, Chicago, Illinois. To become involved as a Conference planner or to request delegates and exhibitors' information contact the NIRA office—(312) 346-7575.

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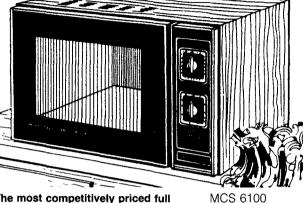
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NOVEMBER 1980

## RECREATION MANAGEMENT

THE JOURNAL OF EMPLOYEE RECREATION, HEALTH AND EDUCATION

COMPANY PARKS

An Inside Look at Some Outside Facilities

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## What is NIRA?

The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

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## In this Issue . . .

Land and Recreation Planning & Design
Land and Recreation Planning Planni

Softball, swimming, fishing and picnics; teens, families and senior citizens—all are typical of what you might find at the park on a lazy Sunday afternoon. What may not be so typical, though, is where that park is located. This month's photo feature "PARKS: An Inside Look At Some Outside Facilities" takes a look at the wide range of facilities available at parks operated by some NIRA organization members.

Of special interest to students is a feature on page 20. Here, two recent graduates describe their experiences as recreation interns at Marriotts Great America, offering tips to future interns and pointing out to all the benefits to be gained from such a cooperative experience.

For those of you in charge of group travel plans for your company or employee association, you'll want to turn to page 14 to read "Planning Those Weekend Getaways."

And finally, see page 17 for an update on the annual NIRA/AFTMA Fishing Contest.

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## NOVEMBER 1980 • VOLUME 23, No. 9

## RECREATION MANAGEMENT

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Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.



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# The NIRA President would like a word with you

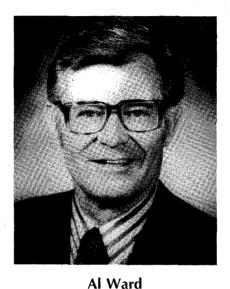
## ... about the importance of effective communication

Communication is the key to understanding and success in both personal and professional relationships. This month, NIRA's Vice President of Public Relations, Alan Benedeck of Allstate Insurance addresses the importance of communication between the employee services or recreation director and management and employees.

"What we have here is a failure to communicate." You might recall that familiar line from the movie "Cool Hand Luke"—it's become synonomous with the film. Unfortunately, it's also become synonomous with altogether too many other situations: personal, public, local and worldwide that result in the erosion of mutual understanding.

Today's society has the most sophisticated methods of communication the world has ever known. In a matter of minutes, a story breaking in the Mid East can be transmitted to all parts of the world. Yet, communication, or the lack of it, is also one of the most serious problems facing society today. Failure to communicate, whether it's between nations, states, communities, families or employer and employees, is at the root of nearly every interpersonal conflict.

But let's bring communication closer to home and analyze the effect it has on your recreation and employee services programs. Whether you're a full-time recreation and employee services administrator or a volunteer, it's safe to say that the success of your programs, and in essence your job, depends on how well you communicate with the management and employees you serve.



Owens-Corning Fiberglas Corporation 1980-81 NIRA President

You are a professional and how you demostrate that professionalism will depend on how well you communicate the objectives, benefits and advantages of your programs. Successful programs and events don't just happen. As a coordinator of your company's employee services and activities, it's your job to clearly define the goals and objectives of each employee program and what effects they will net for both management and employee. As a communicator, you are the link, you are the liaison between management and employee. It's your job to inform each of them of the needs and desires of the other.

Employees want to know what programs, activities and services they are offered and what benefits they will derive from them. Management is interested in other information. They want to know the cost of these employee services and activities and

how the company will benefit by offering them to the employees.

Suppose you want to communicate the benefits of a fitness program to both employees and management. In publicizing the program to your employees you might highlight such advantages of participating as improved physical health, increased stamina and a general feeling of improved well being. Management should be given this information and more. Corporate benefits of an employee fitness program such as reduced absenteeism, higher employee morale and increased productivity are all benefits to be stressed to them.

When planning any employee service program or recreation activity, consider these three simple questions: How will this activity serve the employee? How will it benefit the company? How will it affect the surrounding community? Look at the answers you come up with and consider any problems you might foresee with them. Then consider what methods you might employ which could alleviate, avoid or solve these problems.

After thoroughly considering these questions and answering them to the best of your satisfaction you'll be ready to communicate your program to your constituents. And you'll be happy to find that this method will not only help you improve your degree of communication to management and employees, it will also serve as a good checklist in planning your programs.

Al Ulme\_







## An Inside Look At Some Outside Facilities

What do DOFASCO of Hamilton, Ontario, Canada; Control Data of Minneapolis, Minnesota; Rockwell International of El Segundo, California; Sunstrand of Rockford, Illinois; 3M Company of Lake Elmo, Minnesota; State Farm Insurance Company of Bloomington, Illinois; and Hughes Aircraft Corporation of Fullerton, California have in common?



# PARKS

All are full organization members of NIRA that have their own private parks that have been developed, maintained and professionally operated for the use and enjoyment of their respective employees.

#### **SUNSTRAND**

Why a park? According to Tom Roland, Activities Manager for Sun-

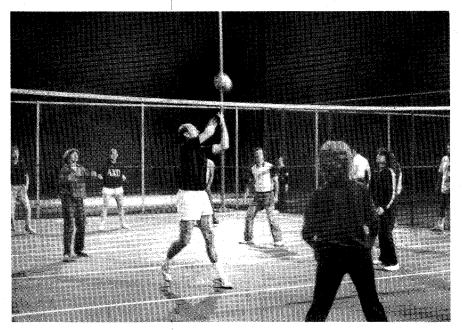
strand, an aerospace company that employs 4,000 people, his company decided to build a company park because of the limited municipal facilities available in their community. The 13 acre park which first opened in 1958 is about 12 miles from the company's main headquarters office and is open daily April through October from 5 pm to 10:30 pm on

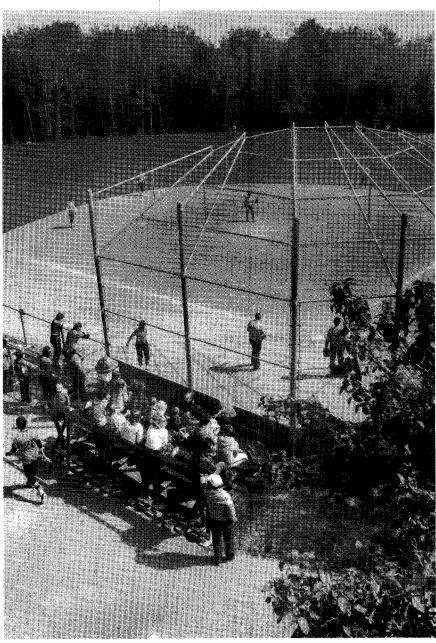
week nights and 8 am to 10:30 pm on weekends. Some 9,000 employees and their family members make use of the facilities during the course of a season Roland estimates.

Among the facilities available at Sunstrand Employee Association Park

(continued on following page)







A wide variety of facilities and programs are available to employees at company parks. At State Farm Insurance Company's Mecherle Park (page 6, top to bottom) crafts for children, shuffleboard for retirees and women's softball leagues are among activities available. At the 3M Company's Tartan Park (page 7) there's even an 18-hole championship golf course and club house on the park's premises. DOFASCO's park in Hamilton, Ontario, Canada, features a softball field (right) and driving range (opposite). A number of company parks have volleyball courts like the one above due to the sport's increasing popularity.

## **PARKS**

(continued from page 7)

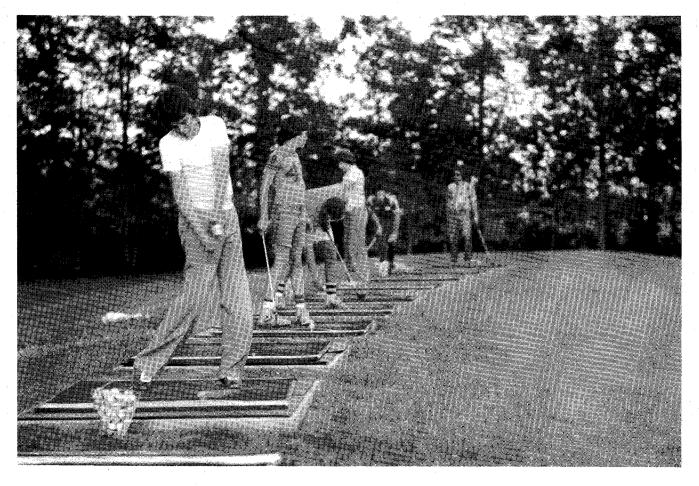
are two outdoor pavilions. (One seats 50 and the other seats up to 250.) Other facilities include some 20 separate picnic areas with charcoal pits, picnic tables and cooking shelters; two volleyball courts; eight horseshoe pits, and a baseball dia-

mond. A creek on the premises is also available for prospective fishermen.

Members of Sunstrand's employee association pay dues of \$2.50 per month of which a very small portion is earmarked for the park. Upkeep and maintenance of the park is primarily the function of the Sun-

strand Company itself. Only those who belong to the employee association and some other designated community groups such as cub scout groups and the local Elks Club are eligible to use the facilities. Admittance to the park is allowed upon

(continued on following page)



## **PARKS**

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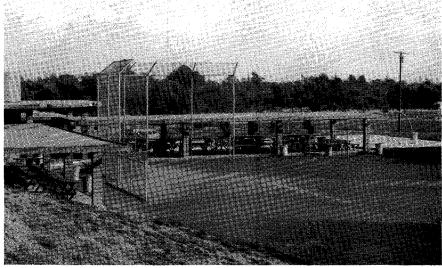
presentation of the employee's association membership card. Additional facilities Sunstrand hopes to provide over the next few years are three more baseball diamonds and three additional pavilions.

#### 3M

The employee population of the 3M Company where former NIRA president Ed Bruno, CIRA, serves as Manager of Tartan Park is 16,000—about four times that of the Sunstrand Company. Situated in Lake Elmo, Minnesota just seven miles east of the 3M Center, this 483 acre park boasts facilities that many smaller companies are simply unable to offer.

The park itself contains two large picnic areas that feature a number of picnic pavilions, more than 100 picnic tables, children's playgrounds, barbecue grills, horseshoes, volleyball courts and softball fields. Four lighted ballfields, two boccie courts, an 18-hole championship golf course and 12 tennis courts that feature 3M Tartan brand surfacing material to provide a variety of play surfaces for all weather use are all on the grounds. To round out its facilities the park also has a trap and skeet range; a four star rated, 28-point field, 8-station archery range and a club house.

Among its more unusual facilities for an employee park are Tartan's radio control airplane landing strip and shelter, a small astronomical building and a small building for ham radio operators. Winter facili-



Simpson Park (above) is operated by the Hughes Fullerton Employee Association of Hughes Aircraft Co., Fullerton, California. Facilities include a softball field, a dual basketball/volleyball court, picnic facilities and a pavilion.

ties available at Tartan Park include snowmobile and cross-country skiing trails, a lighted ski and snow tubing hill and a ski chalet. Certified instructors are available to employees through the 3M Recreation Association for group instruction at reduced rates. One attractive feature of 3M's recreation center is a sports shop stocked with leading manufacturers' clothing and equipment for golf, tennis and skiing.

As might be expected, it requires quite a staff to man the facilities, coordinate the programs and meet the recreation needs of some 16,000 employees. More than 70 (15 full-time, 12 part-time and 46 seasonal) people from administrators and sports instructors to waitresses and maintenance personnel may be on hand

at a given time to handle these responsibilities.

Land for the park was acquired in 1959 by 3M Club of St. Paul Inc. to develop the park for employees. The purpose of the club which originated in 1934 and was incorporated 28 years later is "to promote and develop good fellowship among employees, retirees and their families and to serve the physical, social and cultural interests of members of all ages."

How is this diversified, expansive employee recreation and services program organized? Much like any large organization—with officers, a board of directors and a number of club representatives.

The officers of the Club are elected for a one year term and then serve

on the Board of Directors. The Board of Directors meets monthly to set policy with the staff at Tartan Park and each Board Member serves on committees and as a contact for various club supported activities. Each representative serves a group of employees in his or her own area, performing such duties as circulating information of club activities, signing up donors for the annual blood drive, notifying the club office in the event of a family death so a memorial can be made. At meetings of the Representatives' Council they bring up comments and suggestions of the members they represent and serve as an advisory body to the organization's Board of Directors.

#### STATE FARM

The small midwestern town of Bloomington, Illinois is the headquarters for the State Farm Insurance Company where some 4,500 people are employed. Just two miles from the company's main office building is the G. I. Mecherle Memorial Park which was established in 1948 for State Farm employees, their families and their guests. This private 45 acre wooded recreation area features such diverse facilities as a wading pool and playground for children; a fishing lake stocked with bass, bluegills, catfish and crappies; and an extensive tennis court facility that includes five all-weather courts, three rubico surface courts, two clay courts and two paddle tennis courts. More than 900 court hours are available each week to employees between the various tennis court facilities.

Mecherle Memorial Park even has its own lake on the premises which is open for swimming Memorial Day weekend through Labor Day with dressing rooms, lockers and towels available at the clubhouse. For the employees' children there's an eight week day camp program held at the park each summer where trained counselors teach and supervise swimming, play periods, crafts and games for a nominal charge.

For picnickers there are tables, shelters, benches and grills throughout the park and charcoal is even available for purchase for those who may have forgotten theirs. Badminton, shuffleboard, volleyball and tball round out the park's sports facilities. New this year according to Flores Hess, State Farm's Activities Coordinator, is a Z-shaped swimming pool that features diving areas, racing lanes and ramps for the handicapped.

An employee family unit may bring up to four guests per day to the park and gain extrance by displaying an employee association activities card. Though membership in the association is optional, Hess reports that 96.8% of State Farm's 4,000 employees do belong as membership entitles them to participate in all company sponsored employee programs and activities in addition to park use which is open to all State Farm employees. A computer list of all members and programs offered is kept on file for the association's recordkeeping purposes.

Two staff people are responsible for operating the company's recreation department activities which include hobby clubs, special events, sports programs and the park activities. In the summer the payroll swells to 40. In addition a 14 member elected Board governing the association's operations and 80 representatives from throughout the building serve as liaisons between administrators of the program and the membership. Membership in the employee association is \$4.00 per year with the company supporting the bulk of the association's administration.

#### **ROCKWELL INTERNATIONAL**

Rockwell International in El Segundo, California has four parks ranging in size from 11 to 17 acres each to serve its 25,000 employees according to Jack Rector, CIRA, Corporate Manager of Recreation. All four parks which collectively serve seven branches of the Rockwell aerospace and aircraft company are owned by Rockwell Aid, a separate corporation. Each park has a gymnasium, tennis and basketball courts, jogging circuits and softball diamonds which are complimented with lockers, showers and saunas.

(continued on page 24)



Taking time out for a little relaxation at Mecherle Park is the couple above who quietly observe activities of fellow employees and their families enjoying themselves at the lake.

# Golicogoing Chicogory

Plan to attend the
40th Annual NIRA
Conference & Exhibit
Holiday Inn Mart Plaza
Chicago, Illinois
May 6–10, 1981

## **IDEAS CLINIC**



by Melvin C. Byers, CIRA NIRA Consultant

Our company's management is concerned about its personnel department programs and costs. During these troubled times, there is reason to believe some of our employee benefits may be eliminated, especially those not negotiated. Are there other companies that have faced this problem, and if so, what did they do to save the programs?

Yes, other companies have gone through similar experiences and not always during an austerity period. Personnel or industrial relations operations are not all viewed as aiding productivity. Too often the personnel services reaching and benefiting the majority of employees are looked upon as services that have little relationship to the profits of a company. Executives who have little knowledge of the total functions of a personnel operation find it difficult to appraise any one segment of the personnel department.

Aside from labor relations and employment or operations that are required by law, all other functions become less important to them. Because most phases of personnel administration are relatively new to business and industry compared to other industrial functions, personnel suffers. We can trace the thought given by the selection of persons placed as directors. Qualified personnel is or is not selected. The positions considered are either professional or non-professional. Management, therefore, sets the stage for the type of operational results it gets. What is required is successful personnel programs that offer documented evidence of the values and results gained. Once management sees this kind of evidence, it quickly becomes a believer and supports the programs. Every educational effort should be made to acquaint all levels of management with the objectives of the personnel programs and the possible results as well as those already obtained.

When faced with budget cuts that sometimes must take place, an intelligent appraisal should be made of

each operation. It should be based upon the costs, the need, and the direct and indirect benefits received by both employee and employer. Participation or numbers of employees involved is a major factor in determining the coverage each service or program offers. To be sure, the director should be the one prepared to submit these factors for evaluation. He or she also needs to keep management aware of the progressing programs, constantly promoting and serving to educate superiors as to the objectives desired. This action will help when budget cuts are anticipated.

... There are ways to reduce costs without serious consequences ... Knowing how to save money wisely is just as much an art as knowing how to spend money wisely ...

In a study made with a group of 75 personnel and industrial relations directors, the questions most frequently asked were: 1. What programs or services would you eliminate first should your budget require this action? 2. Which ones would be next in order to be eliminated? 3. Which ones would be the last in your order to eliminate? The results did not necessarily credit their professional expertise. The first six functions chosen to go in their numerical order listed were:

- 1. Plant tours and open house day
- 2. Personnel research
- 3. Monthly reports to management
- 4. Bulletin boards and promotion
- 5. Employee newsletters and newspapers
- 6. Personnel recruitment

(continued on page 27)

# WEEKEND GETAWAYS

by Russ Drew Kyocera, Inc.

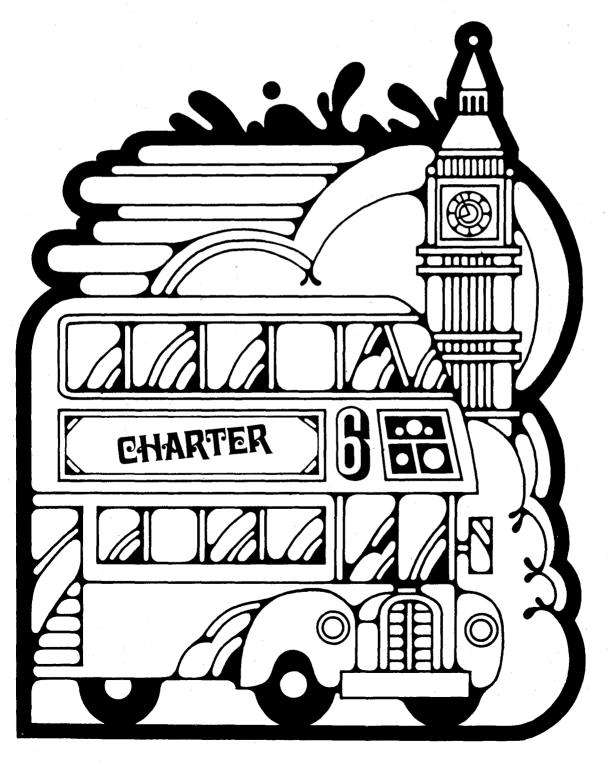
The most direct route to a disastrous group trip is almost always by way of poor planning. Of course the simplest way to handle such programs for your company's employees would simply be to turn the job over to a professional travel agent or group tour specialist. But if your company or employee organization is like most today, they're interested in eliminating any extra expenses to get the lowest price possible, and they'll want you or someone you designate to handle their trip details for them.

As Personnel Representative for Kvocera International's 2,000 employees in San Diego, California, part of my job is to serve as recreation director which entails planning several trips per year. Among those I've coordinated during the past few years are weekend trips to Las Vegas, one day shopping trips to Ensenada, Mexico, day long trips to the famed Catalina Island and ski trips of varying lengths. Most recently, I accompanied an employee group on a trip to Japan. Whatever the distance or destination though, the key to any trip's success is still the same—good planning and preparation.

#### WHERE SHALL WE GO?

Many of Kyocera's employee trips are repeats of previous successes. But once in awhile, I'll come across an unusual travel opportunity that I think may spark some interest or others in the company will approach me with ideas of their own. The greatest advantage to group travel of course is the participant/discount ratio. The greater the number of travelers participating, the greater the discount you can expect to receive. Keeping this in mind I usually aim for groups of 40 or more. If an idea is presented for a trip we haven't tried before, I'll ask the person suggesting it to come up with a list of prospective participants. Then, if the numbers look promising, we'll pursue it with announcements at our daily shift meetings and publicize it through the employee newsletter and bulletin boards. Once interest in the trip has been aroused, the real planning can get underway.

(continued on page 16)



#### TRIP PLANNING

(continued from page 14)

## GATHERING INFORMATION

Personally, I've found no better place to begin looking for trip planning help than in the yellow pages of the local phone book. Here, you'll find listings of travel agents, tourist information offices, lodging establishments and transportation lines such as train, bus, airline and car rental companies.

Other good resources for planning your trip include the travel section of your local newspaper, information centers in local tourist areas, travel brochures, information desks in local hotel and motel chains, and travel guides available through automobile clubs, bookstores and libraries.

In addition, local Chambers of Commerce offices have access to information on almost every area of the country, and you can also contact phone company offices throughout the U.S. to request phone directories from almost anywhere. With these resources on hand the rest is almost as easy as making a few phone calls.

But don't take on all the responsibility for planning the trip yourself. Find others who will be willing to help plan it and work on some of the details with you. These volunteers can assist in choosing your destination, arranging for transportation and lodging, and setting the price of the trip. (Always keep in mind that the cost of the trip must fit the budgets of prospective participants.) Your planning assistants should be totally informed about all final arrangements so that any one of them could

assume group leadership for you if necessary.

Once you've gathered all your resources and information, it's time to start making reservations. For longer excursions or overnight trips that require lodging you may have to make reservations as early as three months in advance. Due to the popularity of some destinations, reservations of 6 to 12 months in advance may be necessary. For trips that don't require overnight accommodations or those that are closer to home you needn't plan quite so early.

#### **DISCOUNTS**

Most resort area hotels, motels and lodges give discount rates to groups of a reasonable size. How

(continued on page 26)



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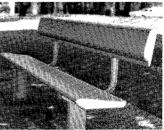
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## **TOURNAMENT NEWS**

by Stephen W. Edgerton, CIRA Xerox Corporation NIRA Vice President, Tournaments and Services



## **Rules Announced For Annual Fishing Contest**

The annual fishing contest co-sponsored by NIRA and the American Fishing and Tackle Manufacturer's Association (AFTMA), has undergone some considerable changes, all of which we feel will make this tournament bigger and more successful than ever. The most significant change is that it will now run yearround giving your employees an opportunity to submit their entries throughout the entire calendar year.

The first season's tournament will run January 1st, 1981 through October 31st, 1981. In years thereafter, contest dates will be as outlined in rule #4 listed below. In future years, all information will be sent to company recreation directors each September with company application forms.

Each season, member companies will have September and October to enter the tournament for the following year. In the event your employees enter fish caught prior to October 31st in a given year and their entry forms are not received by the contest chairman before the October 31st deadline, they will automatically be entered into the next season's contest, provided your company enters the following season.

#### **Contest Requirements**

- 1. You must be a full time employee or family member of a member company of NIRA.
- 2. You may compete for a trophy and prize in any of the following classifications:

#### FRESH WATER DIVISION

**Smallmouth Bass** 

Largemouth Bass

Bluegill

Muskellunge

Northern Pike

Perch

White Perch

Salmon

Lake Trout

Rainbow Trout

Walleye

SALT WATER DIVISION

Bass, Sea

Dorado

Kingfish

Marlin

Salmon

Yellowtail

3. Your catch must be caught legally with a rod and reel from any waters within the United States, Canada or Mexico.

- 4. The contest will be open from 12:01 a.m. November the first of each year to 12:00 midnight October thirty-first the following year.
- 5. All entires must be received by the Contest Chairman not later than thirty (30) days after the fish is caught.
- 6. To be eligible entries must be postmarked no later than midnight October 31st.
- 7. Fishing contest coordinators are requested to send in company entry form with the company entry fee of \$20 so that all their employees will be eligible to participate at no individual cost.

Company entires *must* be received prior to November 1st—forms will be sent out to all member companies in September of each season.

- 8. All fish entered must be legally caught on rod, reel, line or ice fishing rig and must be hooked and played by one person.
- 9. Fish must be weighed on a government inspected scale and measured accurately as outlined below:

(continued on page 34)

## Fitness/Health Bulletin



by Edward C. Hilbert, CIRA Battelle Memorial Institute NIRA Vice President Fitness and Health



## **Making Fitness A Social Issue**

This month's column was written by Gordon E. Smith, CIRA, Ontario Ministry of Culture and Recreation, Toronto, Ontario, Canada. Mr. Smith is a member of NIRA's Fitness and Health Committee.

Numerous articles have been written on the subject of the "fitness boom." In the 1970's we witnessed the rapid growth of such racquet games as tennis, squash and racquetball which have a recognized fitness value.

Manufacturers of racquets have seen their sales increase annually. Bicycle manufacturers and importers have seen increases in their sales perhaps as a result of two forces impacting on society simultaneously; one being the fitness boom and the other being the energy crisis.

In Canada we have seen a growth in a variety of activities including walking, jogging, cycling and racquet sports to the point where some 50% of all Canadians are said to be active. Further investigations of low active people reveals that 23% (recent beginners) have taken on the active lifestyle in the past 12 months, while 57% have maintained a casual interest in activity, and 20% are interested but are currently inactive.

With respect to Industrial Recreation, a survey recently conducted in Ontario reveals that companies offer a variety of programs for employees. Social/cultural programs are offered by 27% of the companies surveyed. These programs include such non-physical recreation activities as movies, crafts, dances and drama. Twenty-three percent of the companies have employee assistance programs which are oriented toward personal improvement. These include such programs as smoking cessation, alcoholism and drug abuse programs, stress reduction, nutrition and weight control, pre-retirement programs and personal counselling.

Sports and recreation programs are offered by 46% of the companies surveyed. These programs center around physical activities such as

team, individual and outdoor sports, tournaments and special events. This classification is primarily concerned with physical recreation and therefore includes such activities as golf tournaments which might be considered recreational, and soccer which might be called athletic.

Only 13% of the companies surveyed offered any kind of employee fitness programs—programs oriented toward improvement of one's physical health such as jogging, exercise breaks or individualized or group fitness programs. (A recent study of an employee fitness project done at Canada Life Assurance Company, by the way, revealed that a decrease in absenteeism of 42% was experienced by those employees who took part in the fitness programs at least three times per week.)

In all there are a number of very positive signs indicating that people are willing to undertake a more ac-

(continued on page 29)



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## **OPPORTUNITIES**

#### by Kathy Richards

Students with an interest in pursuing a career in Recreation are a fortunate group of individuals as they may choose to attend any one of a number of fine institutions with Recreation curriculums. Many colleges and universities offer a variety of concentrations within the Recreation curriculum as well. The University of Wisconsin-LaCrosse, from which I recently graduated, offers a Bachelor of Science degree with concentrations in Recreation Administration, Recreation Leadership, and Therapeutic Recreation. It also offers a Masters of Science degree in Recreation Administration and Therapeutic Recreation.

In addition to basic study courses which are required in all three undergraduate concentrations, each requires study in related areas. My studies in Recreation Administration required course work in Economics, Government, Accounting and Finance, Physical Education, Speech and Mass Communications in addition to recreation courses in administration, park planning and maintenance program planning, and operation and management of swimming pools and waterfront facilities.

I think my most important learning experience though was the fieldwork/internship experience I had prior to graduation. Many colleges and universities to-day require such programs because they are aware of the value and importance of having students get handson experience in a genuine environment.

Generally speaking, in the junior and senior year, most students make arrangements with a company for completing these requirements. In order for the student to obtain the best learning experience through fieldwork, it's important for the student to know what he or she is particularly interested in, and how the organization cho-



**KATHY RICHARDS**University of Wisconsin
(La Crosse)

sen can provide experiences and opportunities that will compliment those interests. Often times the internship can be the "foot in the door" to post-college employment. Thus planning well for a prospective fieldwork experience can be a crucial first step.

In my junior year I began considering what direction I wanted to take in my fieldwork. With a strong interest

(continued on page 30)

## FOR THE FUTURE

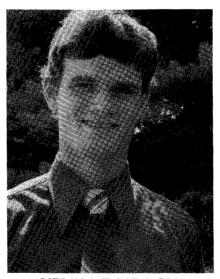
by Kevin Durack

As a graduate of Illinois State University, I look back on my 18 week internship with Marriott's GREAT AMERICA as a key stepping stone for continuing my career in the field of Employee Services/Industrial Recreation.

While attending ISU, I learned about the practical experiences and theories associated with the field of recreation today. My background there enabled me to gain the necessary knowledge and work experience associated with the field of recreation.

There are four sequences to choose from in completing the Recreation/Park Administration major at ISU: Therapeutic Recreation, Recreation Program Supervision, Recreation Resource Management and Recreation/Park Administration. My sequence choice was administration and core classes such as Introduction to Recreation, Techniques in Social Recreation, Recreation Leadership, Park & Resource Management and Administration provided a solid foundation of things to follow during my internship later.

I first learned of Marriott's GREAT AMERICA through NIRA after receiving a list of companies that were



**KEVIN DURACK** *Illinois State University* 

accepting recreation interns. I saw GREAT AMERICA in the company of such corporations as Allstate, Xerox and Johnson Wax. I knew these companies had solid employee programs but was unfamiliar with those of GREAT AMERICA.

In my research about GREAT AMERICA I learned that the philosophy of its management is to ensure that each employee is treated with respect and in a fair and just manner.

I also learned that the worldwide Marriott Corporation is considered a top company in the hospitality-leisure time industry. Gurnee, Illinois, where GREAT AMERICA is located, was chosen as the site for the theme park due to the strategic location between Chicago and Milwaukee.

While working there the summer before my internship, I gained valuable knowledge about the Employee Relations Department which plans, promotes and implements the general park benefits program including all employee activities and publications.

After finishing my final semester of class work at ISU, I was accepted to do my internship at three other NIRA member companies besides GREAT AMERICA. I chose the theme park however, because of its relatively new Industrial Recreation Program (it was just four years old) and because I knew the opportunity for creativity and expansion of its programs was inevitable.

The clientele served during the internship were the 280 permanent employees of the park who work

(continued on page 31)

## Order your professional library

<ul> <li>☐ Benefit Analysis of the Industrial Recreation Institution</li> <li>A compilation of several papers, first delivered at the 1978 NIRA Conference and Exhibit. Covers the benefits of employee programs, accountability within and for quality programs, the development of responsible volunteer leaders and the use of a needs assessment survey. 50 pages. \$5.00.</li> <li>☐ Employee Recreation: Outlook for the Future</li> <li>A comparison of data compiled from surveys of NIRA members in 1974 and 1978. Covers activities, facilities, staff personnel and salaries, budgets, and more. 67 pages. \$5.00.</li> </ul>	☐ Motorola's Recreation Manual  A comprehensive 240-page volume particularly helpfu to those needing assistance in administering employed recreation programs. Covers a wide range of employed services and activities with sections on safety, insurance financing, recognition, banquets and the planning of on and off-site employee activities. Its three-ring loose-lead binder design allows for continuous updating, revisions and additions, offering ease of page removal for duplication and distribution. \$35 for NIRA members; \$48 for non-members.  ☐ How to Organize and Manage Tournaments Everything you need to know: organizing, publicity teams, leagues, eliminations, and finals. 36 pages \$5.00.
☐ Two for one: "Benefit Analysis" and "Outlook" (above). 117 pages \$7.00—save \$3.00.	☐ Standard Sports Areas Dimensions and specifications for more than 70 sports arenas, pools, courts and fields. \$5.00.
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Nineteen top corporation executives explain why they back industrial recreation and NIRA. Leaders of Ford Motor Company, Goodyear Tire & Rubber Company, U.S. Steel, 3M and other industrial giants provide invaluable support for your programs. \$7.00. Discounts available for orders of 20 or more.	NamePhone () CompanyAddressZip
☐ Industrial Recreation Bibliography An annotated bibliography of industrial recreation resources by Robert W. Schoott and Douglas M. Crapo, Ph.D. More than 470 entries. \$3.00.	Total Enclosed**Postage and handling is included in price of all publications except textbook.
☐ The Untapped Potential: Industrial Recreation Illustrated booklet based on a talk by Frank Flick, President of Flick-Reedy Corp. and the first NIRA Employer of the Year. \$3.00.	Return payment and order form to: National Industrial Recreation Association 20 N. Wacker Dr. • Chicago, IL 60606

## **NEWS IN BRIEF**

## Film Highlights Proper Telephone Techniques

National Educational Media, Inc. recently released "Effective Telephone Calling," a 14-minute color/sound motion picture that dramatically illustrates a systematic approach for placing outgoing phone calls, that can be used by personnel in any organization.

The film program, produced by international producer and distributor of audio/visual training courses shows viewers how to use the phone as an effective business tool by adopting specific techniques such as planning, identifying oneself and one's purpose, fact-finding, confirming, closing and completing paperwork. Additionally, the film provides tips on courtesy, clear communications and effective note taking.

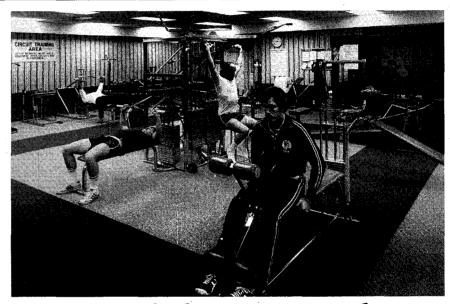
As the actors demonstrate the major steps of proper phone usage, they also show by example, how the process applies to special work situations—buying, expediting, seeking information and commitments.

While the systematic approach delineated in the film program can be applied in diverse work situations, the program has particular applications for office workers, secretaries, supervisors, managers and salespeople.

NEM produced and created the film and its accompanying coordinated printed study materials as a complete course module in telephone usage for seminars, workshops and individual training sessions.

The program is available in 16mm, Super-8mm and videocassette. For

(continued on page 28)



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#### **PARKS**

(continued from page 11)

The first of the four parks opened in 1946 in Los Angeles. This was followed by the Downing park in the 1950's, the Canoga employee park in 1961 and the Anaheim park in the late 1960's. Hours of operation vary at each park.

Employees, retirees and their dependents are admitted to the parks upon presentation of an employee ID badge or a privilege card for retirees and dependents. One recreation coordinator is employed at each park who is responsible for the employee fitness activities, sports programs and hobby clubs sponsored at their respective locations.

Long range improvement plans call for a \$6 million addition to facilities at the parks which will include handball and racquetball courts and additional locker/shower facilities.

#### **DOFASCO**

Up in Hamilton, Ontario, Canada, DOFASCO, Inc.'s 50 acre recreation center, under the direction of A. Murray Dick, CIRA, Manager of Recreation, serves some 11,500 people employed by this basic steel manufacturer. Among its facilities are a ½ mile all-weather track, four lighted tennis courts, a lighted 18-hole mini putting green, three baseball diamonds and two lighted softball fields.

The DOFASCO park was entirely constructed at company expense but employee fees for individual activities help support each program. To gain entrance to the park, employees must show their ID cards and spouses and retirees must display a pass. Says A. Murray Dick, CIRA, DOFASCO's Manager of Recreation and a past president of NIRA, "We built the park because facilities provided by

the city were insufficient for our employees' needs. So in 1976 we started building our own park and two years later we began our programs."

#### **CONTROL DATA**

Another fairly new employee park is one constructed by Control Data in Minneapolis, Minnesota which opened in 1973. According to Ron Hurst, Control Data's Manager of Recreation and Services the park was built because the company felt that in addition to providing a recreation area for employees, it would help attract new people to the company. A 570 acre tract of land located on the St. Croix River was purchased by the company in 1968.

The master plan called for a picnic area, campground, golf course, swimming pool and small boat harbor all designed to preserve the natural beauty of the surrounding area.

When the park opened in 1973 a 42 site campground with water and electricity, sports fields, picnic areas and hiking trails was completed. Two years later, the Control Data Employee Recreational Foundation acquired title to the park by purchasing it from the corporation through its vending machine profits and income generated from recycling aluminum cans and company produced waste paper—a project which netted the Foundation more than \$115,000 last year alone.

Currently the Foundation is looking into the process of adding a sanitary dump and a 21 pad extension to the campground. Open daily year round 8 am to 11 pm the park requires employee ID for entrance. Guests are welcome but limited to two passenger cars per employee group.

#### **HUGHES FULLERTON**

The Hughes Fullerton Employee Association of Hughes Aircraft Company, California, has been operating its 10 acre employee recreation park for 21 years. The park is located on company property adjacent to the Fullerton plant site and is open weekday evenings and lunch hours and on weekends from 9 a.m to 8 pm. All of the company's employees, their families and one additional guest per employee are eligible to use the park with an employee pass.

Phyllis Smith, CIRA, Recreation Director for Hughes Fullerton estimates that some 400 people use the park each weekday and that perhaps 750-2,500 use it on weekends depending on scheduled activities. According to Smith, the park exists because Hughes recognized the value that such a service could provide—improved employee morale and company loyalty and improved physical fitness and health for the employees.

The Hughes Employee Association was given a license by the company to use the land. Volunteer labor from the employees themselves originally built the park. Today the company supports the park financially by providing maintenance support, operating costs and capital monies where available. The Association staff is comprised of two people in the Association's Recreation Department who are assisted by six volunteers and eight Association Board Members.

Facilities maintained at the park include a tennis court, two volley-ball courts, a basketball court, two softball diamonds, barbeque and horseshoe pits, restrooms and showers, a meeting room, playground area and garden plots.



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#### TRIP PLANNING

(continued from page 16)

large a discount you can expect to receive will generally depend on the number of people in your party and what time of the year you plan to travel. Prices at many resorts automatically dip right after the Labor Day holiday for example. And don't be afraid to negotiate with any of these establishments for special rates if they don't have standard discounts already set up.

Arranging for transportation for your group can also be as simple as dialing the phone. You'll find that most charter companies and car rental agencies will offer very reasonable rates. Be sure to call several companies, though, before you select one as there can be vast differences in prices and services.

Once you've arranged for transportation and accommodations it's time to entice prospective participants and get some firm commitments. Getting and keeping enough people for the trip can in fact, be your biggest headache. Often you may find that when the idea is first announced, there is high interest and many will be eager to participate. In fact, the response may be so encouraging that you may be tempted to change your reservations and book more rooms or reserve additional seats. But don't be hasty!

Experience has shown that you can expect about 25% of those initially interested will change their minds once final arrangements have been made. Several others may also drop out along the way right up to the day of the trip.

Consequently, as a general rule, you shouldn't book more space than you originally planned for—that is,

... Experience has shown that you can expect about 25% of those initially interested will change their minds once final arrangements have been made. Consequently ... requiring a deposit of at least 25% of the total cost at sign-up time is a good idea ...

of course, unless you've already collected everyone's money and you know you'll be able to replace any subsequent cancellations. (If you must cancel a trip inform the lodging or transportation companies involved as soon as possible. It's a small courtesy that takes just a few moments and will insure that your future reservations will be welcome.)

#### TRIP DEPOSITS

Requiring a deposit of at least 25% of the total cost at sign-up time is a good idea as it will give you a reasonably accurate count of those seriously interested in participating. Deposits should be refundable up to three to four weeks before the trip. Later refunds should only be made if a paying replacement can be found.

Generally it is accepted practice for the person organizing or chaperoning the trip to attend free. Of course this will depend on the rules governing each group. Therefore, this fact should be considered when you set the price of the trip.

#### POINTS TO REMEMBER

- Make reservations well in advance especially if you're headed for a popular, crowded destination. Be prepared to pay a sizable deposit for lodging, perhaps as much as 50%.
- Cancel any unneeded reservations at least one week in advance.
- Make sure all travellers are aware of the time and place of departure. Set your departure time for at least 30 minutes prior to when you actually intend to leave.
- Make a list of each traveller's name and room number and distribute it to the entire group.
- Give each participant the phone number of the place where they'll be staying so they can be reached by others in the event of an emergency.
- Limit transportation time to a maximum of seven hours.
- Arrange for smokers to travel separately from non-smokers for the comfort of all.
- Arrange to have snacks on the trip and consider bringing along a few songbooks to break up the monotony of the ride.
- And very importantly, don't forget to have a good time yourself if you're going along—you deserve it!

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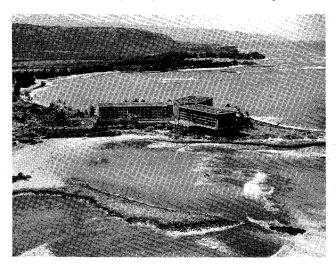
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#### **ASSOCIATE PROFILE**

#### "WHATAWEEK 1981" HYATT KUILIMA RESORT

The HYATT KUILIMA RESORT has announced a Special Employees Club program for Summer 1981. Named "WHATAWEEK 1981," this group program takes full advantage of this unique Hyatt Hotel's full recreational facilities.

The HYATT KUILIMA RESORT is a spectacular spa on the North Shore of Oahu. Situated on 880 tropically landscaped acres with five miles of beaches, this 487room hotel offers a multitude of services and recreational activities. Besides its major restaurants, lounges, disco



and shops, this Hyatt hotel offers two swimming pools, ten tennis courts, an 18-hole championship golf course, par-course and jogging trails, motorbikes with sand tires, and its own riding stables. Available nearby are the Polynesian Cultural Center, Kahuku Sugar Mill, helicopter rides and hang gliding. The Hyatt is 50 minutes away from both Honolulu International Airport and the Waikiki Resort zone. Its atmosphere is very much like that found on a neighbor island while still being readily accessible for an occasional evening trip to Waikiki's restaurants and nightlife.

The new "WHATAWEEK 1981" group package has been designed specifically for NIRA Employee Clubs. The base price begins at \$199.00 per person, double occupancy, and includes 7 nights accommodations in superior ocean view rooms, roundtrip airport transfers, floral lei greeting, and tennis, golf and stable privileges.

For information and a brochure on this exciting summer group program, please contact: Tom Morikawa, 340 Mason Street, San Francisco, California, 94102.

#### **IDEAS CLINIC**

(continued from page 13)

The next nine in their numerical order were considered as possible to eliminate.

- 1. Credit union
- 2. Suggestion system
- 3. Induction and orientation
- 4. Good housekeeping
- 5. Service or anniversary awards
- 6. Food and refreshment services
- 7. Employee recreation, activities and services
- 8. Plant protection
- 9. Employment research and testing

The last to go and in their order listed were:

- 1. Training and supervisory development
- 2. Employment interviews
- 3. Safety and hygiene
- 4. Group insurance
- 5. Medical service
- 6. Labor relations, negotiations, contracts

We see in these results a lack of knowledge, interest, or concern in communicating with their people (a cause for much of their labor relations problems). It appears little thought was given to employee morale or the kind of employees they hire. There seemed to be little interest to improve or update their operations. It is evident that there was a dislike for any reporting procedure or evaluating and verifying their functions. Here we feel there may have been far too many unqualified persons serving as directors. To eliminate any one phase of a personnel operation would be like shorting out one spark plug in an automobile motor. The results are a faulty, poor operating motor that affects the car as a whole.

There are ways to reduce costs without serious consequences. In most operations, there are steps that would reduce costs and ways to simplify the procedures and methods. There also may be some phases that could be eliminated without performing major surgery that might kill the patient. These are all the areas to search out first. Knowing how to save money wisely is just as much an art as knowing how to spend money wisely. All programs offer opportunities for improvements and savings. We should be able to adjust to a normal and fair budget reduction without eliminating proven, effective programs.

RM, November, 1980

#### **NEWS IN BRIEF**

(continued from page 23)

further information, contact National Educational Media, Inc., 15760 Ventura Boulevard, Encino, CA 91436. Phone (213) 990-2125.

## Cross-Country Skiing For Older Americans Introduced by USSA

A cross-country ski program tailored to the fitness needs of Americans 50 and older will be introduced this fall by the United States Ski Association (USSA). The ski-for-fitness program, known as The Travelers Senior PEP League, is supported by a grant from The Travelers Insurance Companies.

Free pre-season workshops conducted by senior skiers, doctors and coaches will stress the health, fitness and social aspects of cross-country skiing while arming participants with basic information on the sport.

On-snow clinics will follow, with USSA coaches giving senior skiers an introductory ski lesson, recommendations on proper clothing, equipment and conditioning, as well as demonstrations of techniques.

A free guide to cross-country skiing for seniors will be published and distributed by USSA and The Travelers. The booklet will be geared to novice and beginning skiers and will cover all aspects of the sport while serving as a home guide, encouraging older Americans to participate in this invigorating winter activity on their own.

"The need for a skiing program for mature adults was perceived by the U. S. Ski Association and other skiing organizations," commented Howard Peterson, director of program development of USSA. "For years, the young have had numerous programs designed specifically to their needs, but seniors had no organized counterpart that could introduce them to cross-country skiing and teach them the fundamentals.

"Through the new Travelers Senior PEP League, we want to make

them aware that cross-country skiing is an inexpensive sport that can be enjoyed almost anywhere and any time there is snow cover."

Other organizations providing input for the League's development include the Eastern Professional Ski Touring Instructors, the Ski Touring Council, the National Ski Patrol System, the National Ski Touring Operators' Association, and the Na-

tional Senior Sports Association. In time, many of these groups will offer special senior benefits such as discounts, senior activities and senior ski instruction in conjunction with The Travelers Senior PEP League.

The Travelers is sponsoring the league through its PEP (Physical Exercise Pays) Program, which was established in 1973 in cooperation with the President's Council on

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Physical Fitness and Sports. Through PEP, Travelers sponsors the Bill Koch Ski League for boys and girls aged 13 and younger, The Travelers Ski for PEP Awards, and PEP Up Your Life, a year-round fitness program for senior citizens.

More information on The Travelers Senior PEP League and a schedule of activities can be obtained by contacting the U. S. Ski Association, Box 777, Brattleboro, VT 05301. Phone: 802/257-7113.

## "A Question of Hunting" Presents Pros and Cons

"A Question of Hunting," a free-loan film that examines the pros and cons of hunting, has been seen by more than 25 million people since its release in 1975, according to Modern Talking Picture Service, distributors of the film.

Presented by the National Shooting Sports Foundation, the film takes a head-on approach toward various arguments for and against hunting. And in the process, it presents an historical overview of hunting in America, tracing the development of the wildlife management concept from its inception at the beginning of this century, all the way to the present.

"It's a powerful film that grabs and holds the viewer," reports Judy Goldsmith, account executive at Modern. "The film obviously promotes discussion," she says, "and the NSSF also provides collateral printed materials on the subject of hunting and wildlife management, which have further contributed to the value and popularity of the film, particularly in secondary schools."

Other groups that have requested "A Question of Hunting" in large numbers include men's, women's and civic clubs, conservation organizations and particularly television stations, which have accounted for more than 23 million viewers.

Prints of the 29-minute film are

available in 16mm-sound and color on free-loan from Modern Talking Picture Service, 5000 Park Street North, St. Petersburg, Florida 33709. Television stations should contact Modern TV at the same address.

## **Major Organizations Support New Federation**

Many of the largest organizations in the sportfishing community are supporting the new American Sportfishing Federation (ASF) now being organized on a national level.

"This support is very gratifying to us, and indicates the fundamental need for this grass roots Federation to protect and enhance the nation's sport fishery," said American Fishing Tackle Manufacturers Association President Paul Mulready.

Those organizations supporting the Federation include: Salmon Unlimited, Bass 'N Gal, Theodore Gordon Fly Fishers, Sport Fishing Institute, Military Bass Anglers Association, Great Lakes Sport Fishing Council, 500,000 Fishermen of Arkansas, International Bass Association, Stripers Unlimited, Federation of Fly Fisherman, American Fisheries Society, Poor Boy Bass Association (including Mid-America Bass, Big Bass of the Month, Bass Tournaments of America, Southwestern Angler), United Association of Bass Clubs (including Louisiana Association of Bass Clubs, Texas Association of Bass Clubs, and the Mississippi Association of Bass Clubs).

In addition, coordinators have been established in several states to act as a liaison between the Federation and the local clubs.

"It is the intention of the American Sportfishing Federation to form the estimated 33 million anglers in the U.S. into a unified political and public information force to win the battle for sport fishermen," Mulready said.

The Federation is being funded by the sale of a coupon booklet that offers fishermen hundreds of dollars in cash rebates on brand name fishing equipment. Membership in the Federation (all members receive the coupon booklet) is \$10. To join this important conservation/lobbying effort, and to receive the coupon booklet, write: American Sportfishing Federation, P.O. Box 426, Chicago, IL 60690.

#### FITNESS/HEALTH

(continued from page 18)

tive lifestyle. Yet, a recent analysis of participation rates shows a steady state in the number of people joining activities; i.e. 50% seems to be a rather static participation rate. In addition, we note that a significant number of those who take up jogging stop the activity and do not begin any other. Similarly, many people who join calisthenics classes seem not to continue an active lifestyle after the classes end.

Alcoholism, smoking and drug abuse have been recognized social problems for decades. But only in recent years have groups and individuals worked on their own behalf for their own rights against habits they find unacceptable. Legislation has been passed separating smokers fron non-smokers in public places. People who can prove that they don't partake of alcoholic beverages can sometimes get discounts on their auto insurance. These are examples of how small special interest groups in society can make significant impact on the rest of society by making an issue of what they consider to be socially unacceptable behaviour.

Likewise, it is my belief that in regard to physical fitness activities, no significant increase in the number of people who participate will take place until the issue of fitness becomes a social one whereby those who are unfit will be made to feel socially uncomfortable in the presence of those who are. Only then, I believe, will both Canada and the United States witness any significant increase in their citizens' participation rates in physical fitness activities.

#### **RICHARDS**

(continued from page 20)

in Commercial Recreation, 1 began researching companies that I felt could challenge my desire for knowledge and experience. I took particular interest in Marriott's GREAT AMERICA theme amusement park located in Gurnee, Illinois. The Marriott Corporation, of which GREAT AMERICA is a division, is an international leader in the hospitality/leisure time industry.

My initial inquiries into the possibilities of interning with GREAT AMERICA began a year and a half before my fieldwork began. Though some felt I may have acted prematurely, I knew that GREAT AMERICA could provide the kinds of working experiences I was seeking and that I had to make every effort I could to let them know how important this was to me and how valuable it could be for them as well.

In January after completing all requirements for my degree, I began an eighteen week internship at GREAT AMERICA employed as seasonal Sales Assistant in the Marketing Department. Upon hearing that I was involved in the marketing aspects of the theme park many were surprised and asked what marketing had to do with recreation. I explained that my interest was in gaining a complete understanding of the complex nature of GREAT AMERICA as a commercial recreation facility,

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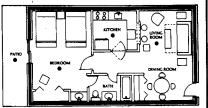
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IN FLORIDA 800-432-9103 5820 Space Coast Parkway, Kissimmee, FL 32741 and that I felt working in marketing would provide exposure to the many departments and functions of the entire operation of the park.

My fieldwork experience began with an orientation to the park, the Marketing and Group Sales Departments, and to my position as Sales Assistant. As time passed, I acquired an understanding of the policies and procedures of working there, and increased responsibilities were given me. My primary responsibility involved the administration of the Great Americlub, an employee benefit sales program, offered to companies who in turn made the program available to their employees. Work with the Great Americlub included processing memberships, distributing related materials, designing promotional materials, and performing the record keeping, reporting, and data processing of all Great Americlub information.

Additional responsibilities I undertook as Sales Assistant involved coordination of sales activities with other staff members which included accompanying them on client visits, assisting with special events and company outings at the park, assisting with the Churches, Clubs and Schools programs, visiting companies and organizations with the GREAT AMERICA characters, and attending and exhibiting at various professional conferences.

(continued on page 35)

#### **DURACK**

(continued from page 21)

year-round. These people had the opportunity to partake in recreation activities, special events, and a variety of discount items.

Areas of responsibility I had included the housing program of permanent/seasonal employees; the preparation of 1980 Great America Employee Discount Program; Great Escaper's Guide (a monthly publication listing activities, discounts, and things to do in the Chicago area), coordination of such activities as "Las Vegas Night", a golf tournament, a Chicago White Sox baseball game, blood drives, Valentine's and Easter holiday activities; bulletin board upkeep, coordination of employee softball games, and contributions to the company newspaper.

Before all activities were to take place, a gameplan was completed regarding budget for the program, volunteers, and the overall structure of the event. After the event, an evaluation was completed to provide recommendations for future improvement.

In addition, as part of Employee Relations under the Pesonnel Department, a great deal of my time was spent in contact with employees by telephone, in person, or visiting the respective departments.

Recreation internships benefit company and student alike. Donna Shepherd, Employee Relations Supervisor for GREAT AMERICA, states that through the internship program she has been kept abreast of new ideas, trends, and happenings in Industrial Recreation. Her contact with NIRA and the Chicago Association for Recreation and Employee Services (CARES) had been strengthened because of participation of students. She also explains that having an intern coordinate employee activities at the theme park brings a common age group together; that being high school and college. More importantly, Donna states, the internship program keeps training

(continued on page 35)



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# NSSA

#### The Sports Organization for Seniors

by Steve Mehlman

Have you noticed that sporting events like the "Legends of Golf" and USGA Senior Open golf tournaments are suddenly appearing on national television and taking more and more space in your local sports pages?

Well, it's no coincidence. These events are in the forefront of a full-scale "leisure revolution" in the ranks of America's burgeoning over-50 population. Throughout the country, active elders are taking to the golf links and tennis courts, jogging paths and bowling lanes in record numbers.

Behind this revolution are several dramatic changes that are taking place in our nation's population profile:

- People are living longer;
- They are generally retiring earlier; and
- They are in better physical health and economic condition than any previous generation of older Americans

In recent years, of course, Americans of all ages have become more health conscious and more physically active—the sales boom in everything from running shoes to mineral water is proof of that.

But research is now showing that proper exercise can result in particularly significant improvements in health and vitality for people in the 50-plus age group.

In a research study a few years ago, Dr. Herbert deVries of the Andrus Gerontology Center at the University of Southern California recruited groups of healthy men and women, aged 52 to 88. With their doctors' approval and after rigorous physical examinations, they began a three-hour-a-week program of carefully controlled exercise, during which their progress was monitored periodically through extensive testing. They participated in selected calisthenics, walking, jogging, swimming, and a set of static exercises designed by Dr. deVries.

The results were remarkable. In just six weeks, some of the participants who were in their 70's regained much of the vigor and physical function they had when they were in their 40's. Physiologically, they had become 20 to 30 years younger!

"Exercise might not add years to your life, but it holds the rich promise of adding life to your years," Dr. deVries concluded. Or, as a 55-year-old marathon runner recently put it: "If you never tell your body it's old, there's no way it will suspect."

Not only do more and more older Americans have the desire to improve their physical and mental health through "active leisure," they now have more financial resources than ever before with which to do it. In a recent special supplement entitled: "Over-50's: Boom Market of the Decade?", the influential *U.S. News Washington Letter* predicted a marked increase in products and services designed for those aged 50 and more. "A surprising number of older folks remain independent, reach retirement age with their health intact and with dollars to spend," the newsletter pointed out.

With the desire and resources readily available, an organization was bound to develop to respond to the sports interests of Americans in the 50-plus age group. Enter NSSA—the National Senior Sports Association.

Founded little more than a year ago in Washington, D.C., this non-profit organization has already attracted more than 12,000 members from throughout the country with a wide range of sports activities and benefits.

"Our main mission is, of course, to help our members maintain and improve their physical and emotional health and well-being through physical activity," says NSSA president Lloyd Wright.

"But we are also able to help them fulfill their dreams of sports-oriented travel, despite inflation, by obtaining economical off-peak package rates at popular resorts."

(continued on following page)

#### **NSSA**

(continued from page 33)

The appeal of this concept was first tested by Wright when he arranged two golf tournaments at Myrtle Beach, S.C. in 1978 and 1979 for members of the American Association of Retired Persons and National Retired Teachers Association.

"Even though the original 1978 tournament was limited to 500 participants and was only mentioned once in a brief article in the NRTA-AARP News Bulletins, we received more than 7,000 applications from as far away as California," Wright said. The 1979 event was expanded to include more than 1,150 golfers in what may have been one of the largest golf tournaments ever conducted in the U.S.

In 1980, in addition to a stop at Myrtle Beach on the NSSA "tour", members have had the opportunity to play such picturesque and challenging courses as the "Blue Monster" layout at Doral Country Club in Miami, California's Torrey Pines

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20 North Wacker Drive Chicago, III. 60606 (scene of the Andy Williams San Diego Open pro tournament), Grossinger's Resort in upstate New York, and Pocono Manor in Pennsylvania. Negotiations are underway for a possible NSSA tournament in 1981 at California's famous Pebble Beach. And, for the more adventurous, NSSA sponsored golf holiday packages in Hawaii and Spain this year.

Tennis players have similar opportunities. NSSA's first tournament was held at the World of Tennis Resort near Austin, Texas, playing headquarters for World Championship Tennis and site of the Grand Masters and CBS Tennis Classic tournaments. Other 1980 racquet events were held at Colony Beach and Tennis Resort in Sarasota, Florida (home of the U.S. Professional Tennis Association) and at Grossinger's. And a major indoor tournament is slated for Chicago this winter.

Bowling enthusiasts can also find room under NSSA's umbrella. In cooperation with the association, each of the 254 Brunswick Recreation Centers throughout the country is offering a free, five-week "Learn to Bowl" program and helping form and schedule leagues for senior bowlers. While the Brunswick program is open to anyone, each new NSSA member enrolled during the program receives discount coupons for future bowling outings.

There are even NSSA programs for skiers and fishermen. The organization has worked with The Ski Touring Council, the U.S. Ski Association, the National Ski Patrol System and other groups to develop a senior ski-touring (cross-country skiing) program. The program includes both pre-season workshops and on-snow clinics. And NSSA's first fishing event was held during the summer in Maryland's Chesapeake Bay.

In addition, the new association has started a discount program for golf and tennis equipment and apparel as well as a vacation home exchange program.

But perhaps the most valuable benefit offered by the new association is what Wright describes as "the opportunity for our members to broaden their circle of friendships through sports participation with congenial peers."

As an example, he cites a letter from a member who participated in the Grossinger's tennis event. "My husband died about a year and a half ago, and I've been rather isolated since. My daughter has been trying to get me out and involved again, but I've found it difficult. I would never come to a resort like this on my own, although I've always wanted to since I enjoy tennis so much. But you've given me a 'shelter' that makes me feel so at ease and comfortable. And I'm having the time of my life."

#### **TOURNAMENT NEWS**

(continued from page 17)

The girth measurement should be taken by measuring around the widest part of the fish. The length should be measured from the extreme tip of the jaw to the tip of the tail.

- 10. Entries will be ranked according to weight, length and girth.
- 11. Entry forms must be completed by the witness. Incomplete forms will not be valid and will be returned to the entrant.
- 12. A proper witness will be a Justice of The Peace, Commissioner of Oaths, Conservation Officer or Deputy, Post Master, Clergyman, Resort Owner, Resort or Store Operator or Police Constable.
- 13. If the Contest Chairman requires further information regarding an entry, such information will be provided by the entrant if and when it is requested by the Contest Chairman.
- 14. If at all possible, a clear photograph showing a close-up side view of the fish should accompany each entry.

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#### **DURACK**

(continued from page 31)

costs down for a corporation that retains interns for employment and further progression into the company.

Mike Newton, Manager of Employee Relations, feels that an intern is more dedicated to his or her work because of the grade factor involved. This means that self-motivation plays an important role with the student, according to Mike. Additionally, the organization that the intern works for receives exposure at the college which can result in sound public relations with the community.

In conclusion, my internship at Mariott's GREAT AMERICA was more than I had ever expected. The people were great and the work was challenging. It is important to note that being treated like an employee and not like a student was a most gratifying experience. My recommendation to prospective recreation in-

terns is to gain as much practical work experience as possible in the recreation field through your internship and other experiences. In school, as I did, get a business minor or take business classes that will more fully prepare you for the business world. Finally, become a student member of NIRA. It's extremely valuable in keeping abreast of the internship opportunities, program materials, periodicals, conferences and workshops and employment services.

My internship experience taught me a number of things other interns might consider: try not to panic or get uptight; rely on professional instincts that you've been taught in the classroom and in the field; when in doubt, use common sense, and most important of all, believe in yourself and what you are doing and you too can have a most rewarding, educational fieldwork experience that will prepare you for your career ahead.

#### **RICHARDS**

(continued from page 30)

Working with the Marriott organization for a period of six months enabled me to become a part of its family, to learn its philosophies, and successfully execute the responsibilities given to me. However, the fieldwork experience is not one in which the student does all the learning. Those who I worked with also had an opportunity to learn about my ambitions and abilities, and personality.

What the Marriott Corporation and I learned together in the past, has now become the foundation for our continued association as I assume new responsibilities as an Account Executive for Marriott's GREAT AMERICA theme park in Santa Clara, California.

As Jeff Flynn, Director of Personnel in Santa Clara said recently: "Fieldwork provides the opportunity to gain experience over and above the theory of the classroom. It gives the company an opportunity to observe the student in a working environment, to observe his or her personality and performances, and to evaluate the student as a prospective employee." In reference to my recently joining the Marriott staff in Santa Clara, he com-

mented: "Your's is a perfect example of an investment in time and interest by both parties that paid off. The unknown was eliminated based on the observation of you as a fieldwork student, and a happy marriage, so to speak, has resulted."

With these thoughts in mind I encourage all recreation students and professionals to work closely to assure mutually beneficial work experiences. To recreation students I offer this insight: Be prepared. Plan your fieldwork experience to the last detail, and do so early so as to avoid any hasty decision making. Research and get to know every aspect of those organizations that interest you. Meet with and interview with as many people from the companies that interest you as possible. Then based on your research, choose the organization whose internship opportunity will best meet your needs and desires.

And to recreation professionals I suggest:

Look at the intern not as a temporary assistant, but as someone worth investing your time and interest in as a future employee of your organization or another, for it is with their own future in mind as a prospective employee that they come to you.

RM, November, 1980 35

## **NIRA CALENDAR**

#### Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

**Anchorage Industrial Recreation Council**/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757

**Associated Industrial Recreation Council**/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesay. Contact Maxine Throckmorton—(614) 223-8412.

**Dallas-Ft. Worth Metroplex Recreation Council (MRC)**/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact J. D. Smith—(817) 732-7731.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938.

**Denver Metro Industrial Recreation Council**/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

**Houston-Galveston Area Industrial Recreation Council**/Houston, Texas. Meets on the second Thursday of the month. Contact Nita Davis—(713) 490-2777.

**Industrial Recreation Association of Dayton**/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

**Industrial Recreation Association of Detroit**/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact Bill DeNeau—(313) 237-7753.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

**Greater Bridgeport YMCA Recreation Council**/Bridgeport, Connecticut. Meets on the third Tuesday of the month.Contact Jesus Cerrilla—(203) 334-5551.

**Greater Los Angeles Area Industrial Recreation Council**/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 679-4511, ext. 2693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact John Batchelder (617) 357-9500 ext. 3289.

**Milwaukee Industrial Recreation Council**/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

**New York Industrial Recreation Directors Association**/New York, New York, Meetings are held once a month from September through May. Contact Ron Philips—(212) 697-3600.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association**/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2432.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

**San Diego Industrial Recreation Council**/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714) 277-6780. ext. 338.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month: Contact Carol Schmidt— (408) 742-5972.

**Toledo Industrial Recreation and Employees Services Council (TIRES)**/ Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the second Thursday of the month. Contact Irene Heavey—(202) 338-8500, Ext. 551.

#### **Regional and National Conferences**

**40th Annual NIRA Conference and Exhibit** will be held May 6–10, 1981 at the Holiday Inn Mart Plaza, Chicago, Illinois. To become involved as a Conference planner or to request delegates and exhibitors' information contact the NIRA office—(312) 346-7575.

**Region II Conference and Exhibit** will be held November 5, 6, and 7, 1981 at the Hyatt-Regency Hotel, Columbus, Ohio. To become involved as a Conference planner or to request delegates and exhibitors' information contact the NIRA office—(312) 346–7575.

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## **SERVICES & ACTIVITIES**

#### **Purpose**

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

#### Services and Activities

#### **RECREATION MANAGEMENT ---**

Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

**Program Manuals and Information Center** — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

**Periodicals** — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

**Membership Directory** — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

**Free Clerical Services** — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location. **Certification Program** — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

**Employment Services** — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

**Research Foundation, Reports** — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

#### Types of Membership

**Organization** — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

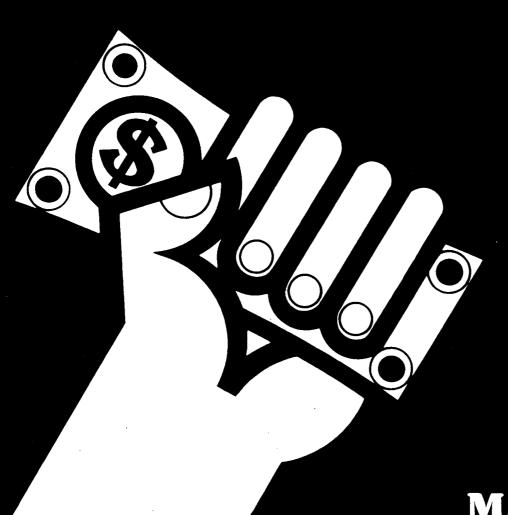
Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

**Individual** — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee. Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered





## MONEY MATTERS

Fund-Raising Ideas to Stretch Your Program Dollars

1981 Annual Buyers Guide and Services Directory



\$2050 Per Person, Double Occupancy

#### **Includes**

A night in first class accommodations (all rooms with color TV) · 3 gourmet meals daily (a la carte!) · four ski slopes · tobogganing · indoor and outdoor ice skating rinks · all star entertainment nightly (no cover or minimum) • cross country skiing (machine maintained) • ladies' and men's health clubs • children's supervised day camp • indoor olympic pool • ice fishing • complete program of daily activities—and more! Note: 16 indoor tennis courts available at nominal charge.

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Note: Single room supplement \$23. additional daily. Third adult sharing \$35. daily. Children sharing room with parents: Infants to age 3, \$12. dailychildren to age 16, \$25 daily.

### Special Theme Weeks

January 11-15, Gay Paree • January 18-22, Polka Festival • February 1-5, Gay 90's • February 22-26 and March 1-5, Roman Holiday • March 8-12, Polka Festival.

FLYERS ARE AVAILABLE IN QUANTITY FOR DISTRIBUTION BY CONTACTING RAY STONE AT THE CONCORD RESORT HOTEL.

This package is subject to availability, so please call: NYC 212-244-3500, all other areas 800-431-3850, ask for "Employees" Winter Break".

Note: The package is not available in conjunction with meetings or conventions.

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#### What is NIRA?

The National Industrial Recreation Association (NIRA) is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employersponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to Recreation Management is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NIRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

ORGANIZATION ANNUAL DUES are based on number of employees eligible for your program.

More than 10,000 employees \$250 5,001to 10,000 employees \$200 1,001 to 5,000 employees \$160 Fewer than 1,000 employees \$100

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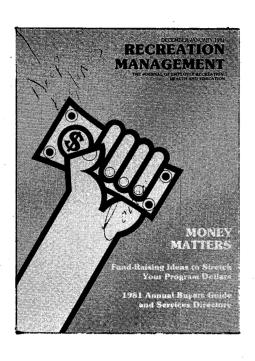
#### In this Issue . . .

NESRA—The National Employee Services and Recreation Association. That will be NIRA's name as of January 1, 1982 as dictated by the results of the referendum that went out to NIRA members this fall. For full details on the passage of the name change proposal see page 6.

Every employee services and recreation program can use more money to support its activities. For some unique fund-raising ideas your organization can implement to produce such revenue see our cover story "Fundraising Ideas to Stretch your Program Dollars" which begins on page 7.

Traditionally, the December/January issue of *Recreation Management* Magazine features the annual Buyers Guide and Services Directory which begins this year on page 19. Here you'll find a listing of dozens of vendors and suppliers from providers of equipment, facilities, and sporting goods to hotels, travel services and apparel. Another traditional feature of this issue is *Recreation Management's* annual index which begins on page 43.

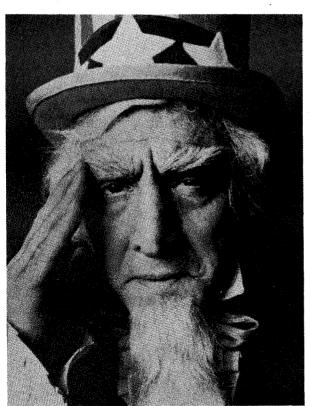
With this issue you'll also be updated on the October Board of Director's meeting (page 9), and the regional conferences and exhibits conducted by NIRA regions III, V, and VIII (pages 14–17.)



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Find relief in this free booklet. Write: "Dollars and Sense," Pueblo, Colorado, 81009. We can all beat inflation if we just use our dollars and sense.







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#### DECEMBER-JANUARY 1981 • VOLUME 23, No. 10

## RECREATION MANAGEMENT

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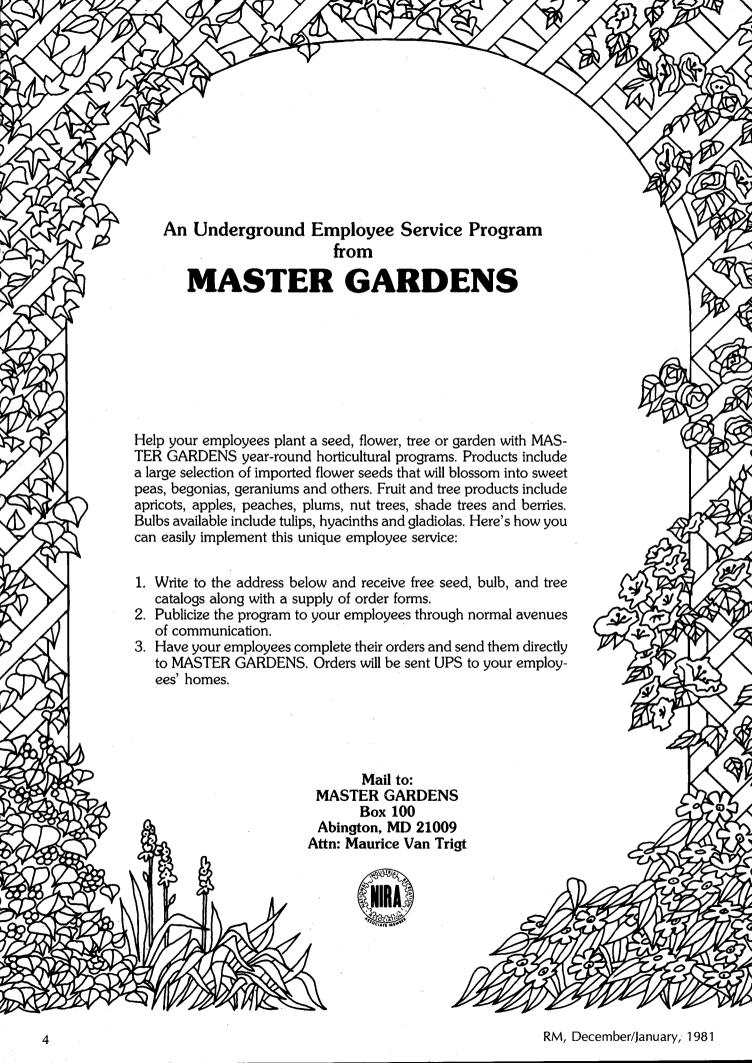
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Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.



# The NIRA President would like a word with you

#### ... about the Association's Finances

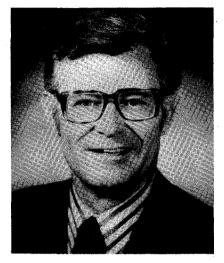
This month's column was written by Jerre Yoder of General Dynamics Corporation, Ft. Worth, Texas. Yoder is NIRA's Vice President of Finances.

Many issues have been discussed in this column in the last few months. Issues such as new direction, momentum, name change, involvement, and membership growth are probably some of the most important. So it is appropriate that we now address the area upon which all of these have a dramatic effect—NIRA finances. All too often our Board of Directors looks to our financial condition to determine what direction is feasible for the association. And all too often when they see the limited finances available, they end up scrapping some very progressive ideas and plans. This in turn obviously limits the scope of the association.

Certainly, finances partially dictate scope of action, and must to an extent if we are to maintain financial stability. But, I submit that our financial condition is a direct function of these areas of issues we mentioned earlier. If we successfully resolve these issues in a progressive and aggressive fashion, the finances will follow. Our history shows that.

Several years ago, our financial condition was weak primarily due to a notable absence of a strong marketing program in associate membership sales, exhibit booth sales, and *Recreation Management* advertising sales. A very progressive decision was made to employ a marketing specialist and place more emphasis on establishing an aggressive marketing program. We didn't scrap that idea and plan due to lack of funds for such a position. Instead, we determined that we couldn't afford not to implement such a plan. That decision has paid off. Our financial condition has improved dramatically due to that action. Indeed, we are currently forecasting an operating surplus for 1980 year-end.

The committees, the staff, the Board, and indeed the entire membership involved in the decision making process are again faced with decisions on key issues. Again, we cannot afford to do nothing!



Al Ward
Owens-Corning Fiberglas Corporation
1980–81 NIRA President

When we change NIRA's name to the National Employee Services and Recreation Association it will more clearly reflect the nature of our organization, allow for new direction, and broaden our scope of membership and financial base.

We need to develop and implement a very comprehensive and aggressive membership recruitment and retention plan coupled with some basic realignment of membership categories, services, and dues. Membership growth is the single most important requirement for continued financial growth and stability. Work is in progress on this subject with the NIRA staff, the membership committee, and a consultant at this time. Hopefully a basic but thorough analysis and plan will have been completed by the January Board meeting for us to consider and take action on.

Finally, we need a basic but strong commitment toward the greatness of this organization. We have the leaders, the professionalism, and the expertise to make it great. Do we have the desire, determination, and dedication to will it so? Certainly our actions related to these critical problem areas now and in the near future will reveal our character. I believe we do!

# NESE A

"Employee Services" is the phrase that will replace "Industrial" when the National Industrial Recreation Association (NIRA) officially becomes the National Employee Services and Recreation Association (NESRA) on January 1, 1982.

The name change was approved in a referendum sent out to the membership in October.

It all began when a subcommittee from the NIRA Board of Directors chaired by NIRA Consultant, Mel Byers, was asked to study the possibility of a name change for our organization. The subcommittee's recommendation was that it would be in the best interests of NIRA to change its name to more clearly define the responsibilities the membership represents.

The initial recommendation was to change the name to Employee Services Management Association (ESMA). It was decided however, that the membership should have some input as to whether a change should be made and if so, what alternatives should be considered. The first step in this direction was "Open Forum" a special department in Recreation Management Magazine which was specifically set aside for the publication of letters from the membership regarding the name change pro-



posal. Letters appeared from August 1979 through April, 1980.

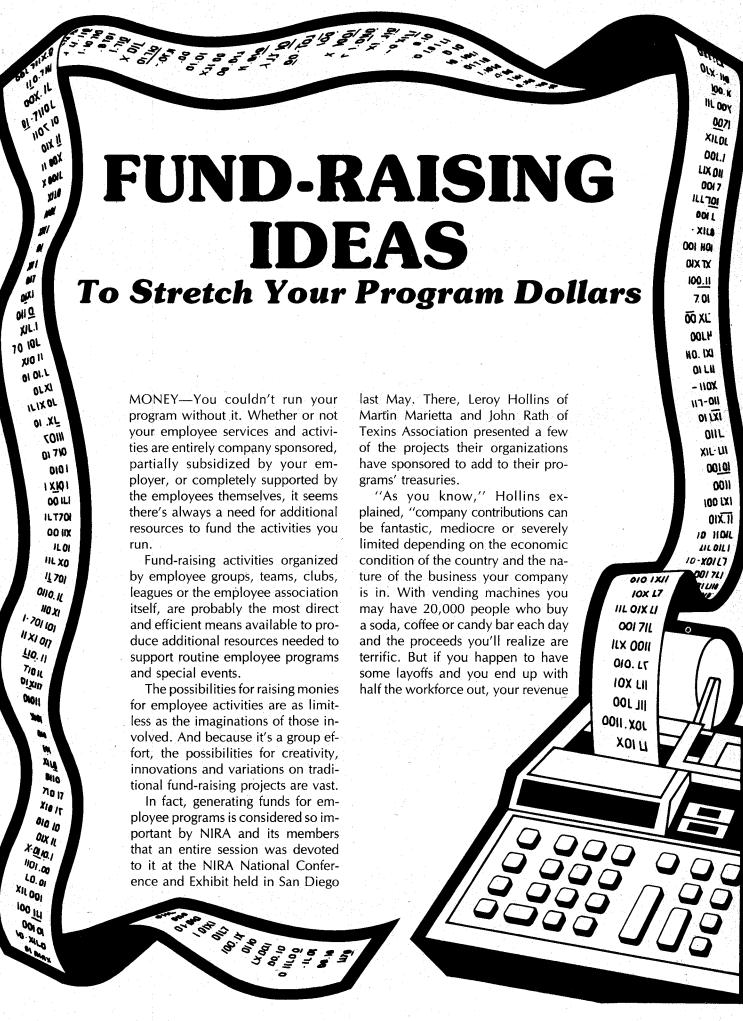
Based on comments that surfaced in "Open Forum" a decision was made to develop a survey for the entire NIRA membership to obtain a wider diversity of opinions on the name change proposal. The questionnaire asked if a name change was desireable and offered six prospective new names the respondent could select from to replace the NIRA name. Space was also allowed for the survey respondent to suggest other names that might be appropriate

Of those who responded to the questionnaire last spring, 73% indicated that the NIRA name should be changed and the majority felt that the word "recreation" should be retained in it.

The survey results were presented at an Open Forum during NIRA's National Conference and Exhibit held in San Diego last May. Here delegates had the opportunity to openly discuss before the members present the pros and cons of the prospective name change. Comments made at this session were published in the July 1980 issue of *Recreation Manage*ment.

When the NIRA Board of Directors met in October 1980 it was recommended that a referendum be sent out to the membership to change the NIRA name to NESRA—National Employee Services and Recreation Association. Of those responding, 79.2% voted for the name change. Therefore, as of January 1, 1982, after 40 years of existence under the name National Industrial Recreation Association, NIRA will become the National Employee Services and Recreation Association.

Among the many effects the name change will have will be the NIRA logo, the CIRA/CIRL program and the name of our trade publication, Recreation Management. During the coming year these items and others that will be affected by the new name will be considered by the Board of Directors, headquarters staff and the NIRA consultant so that a smooth transition will be successfully made next January when our organization will officially be known as the National Employee Services and Recreation Association.



#### FUND-RAISING IDEAS

(continued from previous page)

will be severely depleted. In a case like this you need a way to generate quick income.

"What we came up with was a paper recycling program entitled "Operation Santa Claus." Originally this program was for underprivileged families in the metropolitan Denver area but now our organization is working in partnership with this program so that 50% of the proceeds realized from the recycling efforts goes to Operation Santa Claus and the other half goes to the recreation department."

Martin Marietta's paper recycling program is coordinated entirely by volunteers. The company provides rolling trash bins that volunteers roll throughout the company to collect waste paper from employees on the job. The paper is picked up on a weekly basis and with the list of enthusiastic helpers available, no one has to volunteer their time more than three times a year. Last year Martin Marietta, which employs 6,000 people, raised \$10,000 for its recreation program and an additional \$10,000 went to Operation Santa Claus. Similarly, Hollins explained, efforts have been made in recycling aluminum cans after large employee activities where refreshments have been served. Not only does it aid the clean-up efforts, it puts money in the kitty for employee activities. They also hope to go into glass recycling.

Another successful money-making venture employed at Martin Marietta

is the display of "locater boards" throughout the company. Essentially, an interested company pays a monthly fee of \$100-\$250 to the recreation program to display its product in the company hallway or post its ad on the locater board next to a standard employee activities bulletin board. At that price, space sold at \$100 a month for one year would net \$1,200 for the program. This figure would multiply with the addition of more boards and display spaces.

Located in the heart of great ski country in Denver, Colorado, the Martin Marietta recreation program has been able to take advantage of the area's unique offerings by earning rebates for every person that could be sold a membership to the American Ski Association of Vail. Not only were the Vail ski club's memberships at a discount but a rebate of \$3 for every membership sold went back to Martin Marietta-\$1.50 for the MM ski club and \$1.50 for the company's general recreation fund. Because of this program, Martin Marietta did not need to fund its ski club last year. The goal, says Hollins, is to get these employee activities on a break even, self-supporting, or at least, shared cost basis.

Another suggestion Hollins offers is to pool the bank accounts of your association's various employee teams and clubs so the interest generated on the account can benefit the entire recreation association. Other costsaving efforts include providing your own officiators at sports activities, centralized purchasing of trophies and awards and negotiating with chain stores and discount houses for special rates to employees.

John Rath, Manager of the Texins Association at Texas Instruments in Sherman, Texas offered other moneyraising ideas.

"Often when we organize group travel we get a free seat which travel people will give you if you plan to send a leader. We'll sell that seat to generate a little more income or charge everyone on the trip a little less so their discount is even greater."

In addition to paper and can recycling programs like those at Martin Marietta, the Texins Association sponsors a hay sale. Texas Instruments is located in a rural area and must contract each year to have someone come out and cut down their hay, shrubs and bushes. The employee association offered to perform the work if the revenue generated would be put into the employee association. Management agreed and \$1,000 was realized for the program.

Texins also rents equipment to its employees. The association purchased air tanks and compressors needed for its diving club and the club in turn rents out the equipment to non-members to get back some of the money on the investment.

"It helps if we don't have to subsidize the clubs." Rath says, "Each club is encouraged more and more to be self-sufficient.

A sale of cookbooks which employees contributed recipes to netted \$1,500 for the association. "We were sure of at least 300 sales" said Rath, "because those who contributed to it wanted a copy with their name in print. We also timed it for

(continued on page 10)

# \$\$\$\$\$\$\$\$\$\$\$\$

# **Key Issues Discussed At October Board Meeting**

NIRA's 1980–81 Board of Directors met under the direction of President Al Ward October 2–3. The annual fall board meeting was held at the Holiday Inn Mart Plaza in Chicago, Illinois, site of the 1981 National Conference and Exhibit.

Unanimously approved was a recommendation to send a referendum out to the membership to change the NIRA name to NESRA, the National Employee Services and Recreation Association (see story page 6). Also approved was a recommendation to hire a professional consultant to work with NIRA headquarters Executive Director Pat Stinson on the goals, objectives, services, and bylaws of our organization. Through working with this consultant it is hoped that NIRA can take positive steps toward professionalism in the field of employee services and recreation.

Another referendum proposal involved was a dues increase for the Associate member category. If passed, as of January 1, Associate members' dues will be increased from the current \$300 to \$350 per year.

The elimination of the Allied membership category as of January 1 was also proposed for referendum. Currently NIRA has about 100 members in this category who will be encouraged to remain within NIRA as full organization members. Allied members are branch offices of full organization members.

The NIRA staff was directed by the Board to look into a systematic and cyclical review of dues increases to keep up with inflation and costs.

A recommendation made by the Regional Management committee to change the status of Industrial Recreation Councils to chapters was also approved by the Board, and the CIRA/CIRL committee's recommendation to eliminate the administration of an oral examination for prospective CIRA's was also approved.

Due to a lack of participation during previous years in the bridge, postal golf, and trap and skeet tournaments, the Tournament and Services Committee recommended that these NIRA contests be eliminated. The proposal passed. Tournaments and contests that will continue to be administered by NIRA are the rifle/pistol, bowling and on-site golf tournaments and the fishing and photography contests.

Nira President Al Ward congratulated the Board of Directors on a successful meeting. They look forward to following up the decisions made in October when they meet again in January in Orlando, Florida.





Much was accomplished at the fall Board meeting. Among those present were (L to R): Leroy Hollins, Martin Marietta; Bill Hill, CIRA, Blue Cross-Blue Shield; Bernie Watts, Goodyear; Jill Tippin, CIRA, Solar; Jim McKeon, CIRA, Cubic; Sue Siwicki, CIRA, Bankers Life & Casualty; Alan Benedeck, Allstate; Dick Wilsman, CIRA, Johnson Wax; Kirt Compton, CIRA, Kodak; Ken Wattenberger, CIRA, Lockheed; Jerre Yoder, CIRA, General Dynamics; Steve Edgerton, CIRA, Xerox; Frank Havlicek, CIRA, Motorola; Ed Hilbert, CIRA, Battelle; Helen McCulloch, CIRA, Fermi Lab; Dan O'Reilly, CIRA, Storage Technology; Jerry Aschenbrenner, Wisconsin Gas; Ralph Ferrara, CIRA, General Mills; Ron Jones, CIRA, Oneida.

#### FUND-RAISING IDEAS

(continued from page 8)

the Christmas season and promoted it as a good Christmas gift."

Raffles, tournaments, fun runs and guest fees for non-members using association facilities have also proved to be good money makers for Texins.

Another unique activity was one promoted by the motorcycle club which held a safety seminar. The club notified local dealers of the event who, for a fee, could set up booths to display their merchandise. The motorcycle club gave riding lessons for a dollar per person and both funds for the club and good community relations for the company were raised through this unique event.

There are a host of other fund-raising ideas that can also be implemented by employee associations through the efforts and ingenuity of its volunteers. Party possibilities are endless: bingo, bowling, dances and card parties are a few to consider.

Themed dinner parties can highlight such holidays as Christmas, New Year's, Valentines Day, the Fourth of July and Halloween. Themes like "the Gay '90's", masquerades or autumn hayrides are others.

Meal events your association could profit from include pancake breakfasts, box lunches and other concessions at company special events; chicken frys, clam bakes, fish boils, luaus, smorgasbords and gourmet banquets.

Sales a smaller club might sponsor to raise much needed funds include traditional food items such as candy, nuts, fruit and baked goods or small ticket items such as calendars, stationary, Christmas cards and gift items. Services clubs could provide for pay include clean-ups in the fall and spring for businesses, individuals or the community at large.

Among the most profitable fundraising activities though, and probably the most fun, are special events like fairs, festivals, carnivals and bazaars where rides, games and refreshments are the order of the day. Other possibilities range from an antique show and auction to a company sponsored art contest, exhibit and sale. Craft fairs and hobby shows are other potential money makers. The main idea with these activities is to make them as fun to put on as they are to attend and you'll be sure to have a successful, fun and profitable fund-raising venture. And with reasonable profits from your fund-raising activities you'll have the resources to improve and expand employee services and activities your employees most desire.

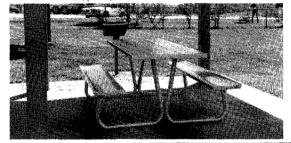
For more information on these and other fund-raising activities sponsored by NIRA member companies, contact NIRA headquarters, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606 or call them at (312) 346-7575.

ALL-ALUMINUM Outdoor/Indoor

# TABLES & BENCHES

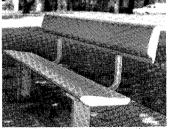
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# **NEWS IN BRIEF**

#### 100 Million Man-Hours Lost Due to Absenteeism

According to a recent news item in "The Better-Work Supervisor," figures released by the Bureau of Labor Statistics show that in an average week, 2.4 million of the 56.5 million nonfarm wage and salary employees who normally worked fulltime were on unscheduled absence part of the week, for an average of two days.

This adds up to 1.4 million absent because of illness, and 1 million absent for miscellaneous personal reasons, an increase of some 15 percent in just five years. Unscheduled leave of more than a week went up by about 10 percent in the same period the newsletter reports.

#### Latest Employee Benefits: Home and Auto Insurance

According to a recent UPI story in the Chicago Tribune, corporate employees, accustomed to the fringe benefits of group health and life insurance may soon be offered auto and home coverage with contributions kicked in by their bosses.

Bankers' Life Corp., which experimented successfully with its own employees, is offering a plan to other businesses and expects it to be well received.

John Taylor, executive vice president at Bankers' stated that a company study indicated this could be an important factor in employee benefits in years to come. It is expected to be particularly popular among younger employees who see more immediate benefits from auto and home coverage than in life insurance or pension benefits that will not pay off for years.

According to the article, a spokesman for the Insurance Information Institute, a national clearing house for industry material, said the new coverages have been established nationally, although firms have not widely publicized them.

Aetna Life and Casualty Co., one of the nation's largest underwriters,

has begun offering group auto and home policies to corporations as well.

(continued on page 12)



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#### **NEWS IN BRIEF**

(continued from previous page)

With Bankers' program, sponsoring employers must endorse the program, deduct the monthly premium, remit the premiums in one check, allow presentations during business hours on company grounds, and notify all new employees of the plan.

Employer costs range from \$8 a month for each employee's auto insurance and \$4 for each employee's homeowner insurance for firms with 15 to 34 employees, and \$3 for auto and \$2 for home insurance to firms with 200 or more employees.

#### Home Health Library Offers First of a Series

The first volume in the AMA's Home Health Library series, THE AMERICAN MEDICAL ASSOCIATION'S HANDBOOK OF FIRST AID AND EMERGENCY CARE (September 29, 1980; \$5.95/paper) provides its reader with all the information necessary to meet crisis situations.

This clear, concise illustrated handbook is divided into two parts: part I tells what the reader should know before an emergency arises and part II explains what action should be taken in the event of an emergency.

Among the information in Part I is a listing of basic supplies to have on hand in the home or car, common symptoms and their possible meanings, simple-to-follow instructions for standard first-aid techniques, and applying dressings, bandages, tourniquets and splints, information on procedures of hospitals, ambulances and emergency rooms, and on when to call the doctor.

Organized like the Yellow Pages, Part II is a comprehensive alphabetical listing of common situations that require first-aid or emergency care. Each entry carefully examines the symptoms, various causes and treatments under its category. (The listing "Bites and Stings," for example, provides the how-to information on animal and human bites; insect stings and allergic reactions; multiple stings; black widow, fiddler spider and tarantula bites; marine life and scorpion stings; and snake bites.) In addition, this section is cross-referenced, so that the reader can easily find whatever information he or she needs in a hurry.

A sampling of the entries: Abdominal Pain . . . Bleeding . . . Burns . . . Childbirth . . . Drug Abuse . . . Heart Attack . . . Miscarriage . . . Drowning . . . Poisons . . . Rashes . . . Threatened Suicide . . . Shock . . . Sprains . . . Unconsciousness . . . Wounds . . .

Other special features include charts to record family medical history and emergency telephone numbers. The next two volumes in the *Home Health Library*, scheduled for release in Spring, 1981, are THE AMERICAN MEDICAL ASSOCIATION'S HEART BOOK and THE AMERICAN MEDICAL ASSOCIATION'S BOOK OF WOMEN'S HEALTH.

#### Publication Aids Trip Decisions

A boom to the prospective traveler is THE HAPPY WANDERER travel publication that pulls together over 2000 worldwide vacation ideas from a wide variety of industry sources, many of which are not generally available to the public.

The 320-page digest compiles and updates fact-filled vacation ideas four times a year, listing them under subject and geographic categories.

Of special interest to the adventurous are the suggestions for out-of-the-ordinary vacations, such as reliving the westward pioneer days on a Dakota wagon train trek or climbing a Mexican volcano. Budget-oriented travelers zero in on listings such as those that spell out how to cut the cost of vacations by 60 percent or find lodging around the world for \$6-\$12 a day. Lodging, cruises, tours and travel products make up the majority of listings.

A new feature of the publication is a travel directory section listing on-the-spot services and entertainment available to the visitor in selected major vacation areas. The fall issue lists phone numbers and addresses of retail stores, nightclubs, restaurants, theaters and other travel-related businesses.

Readers interested in details on listings find THE HAPPY WAN-DERER free brochure service useful. Readers simply note, on a postage-paid reply card included in the book, the code numbers of each listing for which they want detailed information, and return the reply card to the publisher. They can then plan their vacation with the brochures sent directly to them.

Travelers also check THE HAPPY WANDERER on what diversions they'll find on the way, and in the area surrounding their destination.

For a sample copy, write to THE HAPPY WANDERER, 7842 N. Lincoln Avenue, Skokie, IL 60077.

# Handbook Available on Care of Sports Injuries

A new Sports Injury Care Handbook is now available through Cramer Educational Services Department.

This booklet is especially recommended for use as a pocket guide in first aid. It will be a valuable reference for coaches and athletes alike, as well as a necessity for student trainers and those enrolled in classes in injury care and prevention.

The 28-page booklet deals with common treatments for minor athletic injuries and other first aid situations. It also gives tips on preventing minor athletic injuries including: sore muscles, strains, sprains, blisters, bruises, open wounds, heat exhaustion, muscle cramps, sunburn, jock itch, insect bites, tennis elbow, shin splints, athlete's foot and nosebleeds.

Individual copies of the Sports Injury Handbook are \$.50 each. Fifty or more copies sell at bulk price of \$.40 each. Write: Cramer, P.O. Box 1001, Gardner, KS, 66030.

# **IDEAS CLINIC**



Melvin C. Byers, CIRA NIRA Consultant

We are an Associate member of NIRA and for the past two years have exhibited at the National Conference and Exhibit. Although we have acquired new business through this exposure, I am wondering if we might not be missing other sales opportunities. Does NIRA offer Associates any additional benefits we may be missing?

NIRA's Associate Member category was established in order to help a supplier recognize the vast sales potential that is represented by the employee recreation and services market and to provide a number of useful tools that can greatly assist a supplier in reaching this market.

Upon becoming a new NIRA Associate member, each supplier receives a current Membership Directory and a listing in the next revised issue of the directory. Associate members also have full rights and privileges to utilize a distinguishing NIRA Associate member logo which will identify the supplier as a fellow NIRA member. In order to assist in a supplier's direct mail campaigns NIRA will address a supplier's envelopes free of charge. Not only does this save hours of the supplier's clerical time, it gives the Associate member the most up-to-date membership listing.

New associates are also entitled to place a free halfpage Associate Profile in Recreation Management Magazine. This feature article allows new members the opportunity to introduce themselves to the NIRA market and explain their products and services in their own words directly to the reader.

Finally, with an Associate membership a supplier also receives special mailings on associate business, a subscription to *Recreation Management*, market consultation and assistance, a NIRA membership certificate and the right to vote and hold office for the position Associate Representative on the NIRA Board of Directors. In addition to the general NIRA membership, many of NIRA's local chapters will provide associates with the

opportunity to make presentations at local membership meetings as well as to exhibit at regional workshops and seminars

In addition to Associate Membership a supplier also has two other methods available to reach the NIRA market. The first is general advertising in Recreation Management Magazine. Recreation Management is published 10 times a year and is circulated to nearly 5,000 Industrial Recreation Directors and Employee Services Managers who are eager to learn about new ideas and products that are available to them. This is the only magazine published specifically for this market. The other method to reach NIRA's market is through exhibiting your products and services at the annual NIRA Conference and Exhibit. This meeting attracts Industrial Recreation Directors and Employee Services Managers from all points in North America who seek to enrich their professional growth and search for new and stimulating products and services for their employee programs, This is a supplier's opportunity to meet directly in a personto-person environment with numerous potential sales contacts as well as attend special supplier education sessions which will further help to define this market.

It would be in your best interest to take advantage of all these NIRA marketing methods. Although there are no restrictions, the most effective method and best exposure to reach the NIRA market would be to (1) become a full NIRA Associate member and utilize the marketing tools available to you, (2) advertise in *Recreation Management Magazine* and (3) exhibit at the Annual NIRA Conference and Exhibit. NIRA continually encourages its members to support our Associate member suppliers. It especially endeavors to develop a strong cooperative relationship between Associates and the general membership stressing the positive benefits that can result.

I believe that you will find your Associate membership one of the most productive and beneficial in future sales opportunities. As you become better acquainted with the market and the objectives of the profession, your sales and results will be more than satisfactory.

# "Back to Basics" for

"Getting Back to the Basics . . . the ABC's of Employee Recreation." That was the theme of the first combined regional conference and workshop conducted in October by NIRA Regions III, V, and VIII. The conference was held October 3–5 at the Sheraton-Waukegan Inn and Conference Center.

Registration began Friday afternoon and was followed by the opening of the exhibit hall and welcoming remarks from Frank Chico of People's Gas Light & Coke Company, Jerry Aschenbrenner of Wisconsin Gas Co, and Jack Lindeman, Exhibitor's Representative, from the Beach Club Hotel.

A crackerbarrel session was held Friday evening coordinated by Linda Epping of Johnson Wax Co. Here attendees were invited to join in the discussions at various tables where they could engage in a free exchange of ideas, programs and problems. Topics considered were sports, clubs and special interest groups, discount programs and tickets, craft activities and cultural events, awards and recognition, administration, and "I've got a problem" where attendees could speak with NIRA Executive Director Pat Stinson about specific areas in their programs that could make them more successful.

Saturday morning began with a keynote address from NIRA president Al Ward who presented attendees with the challenges that lie



Al Ward, NIRA President from Owens-Corning Fiberglas, addresses conference and exhibit attendees from Regions 3, 5, and 8 at their combined gathering in October.

ahead for NIRA members as practitioners in the field of employee services and recreation. He also noted the importance of enhancing NIRA's progress and growth through Industrial Recreation Councils and regional conferences such as this one.

Highlight of the Region III, V, & VIII conference was the workshop session "Planning a Special Event" led by Motorolan Frank Havlicek. This session gave the audience an opportunity to participate in developing a complete program for a given subject. Teams of 8 to 10 people competed to see which team

could present the most effective and complete program. Prizes were awarded to the winners by a select group of judges.

Following the critiques after this workshop was a general session entitled "Marketing your Programs" presented by Palmer Martino and Pat Kelly of the Johnson Wax Company. Tips on publicity and promotion were offered by these professionals in the communications field.

After the deli lunch, exhibit booths were open and attendees had the opportunity to visit with representatives of such suppliers as travel organizations, jewelry wholesalers, awards and bowling equipment manufacturers and others.

The following session presented by John Leslie of 3M Company was entitled "Selling Recreation Programs to Management." The former NIRA president spoke about personal experiences he'd encountered with management throughout his years in the field of employee services and recreation.

A session on "New or Innovative programs" featuring Bob Crunstedt of Honeywell, Jerry Hanlon of Schaumburg Park District and Ralph Ferrara of General Mills followed. Here panel members discussed the latest trends in recreation programming and suggested that attendees offer a wide variety of program options to meet the needs and desires of many.

# Regions III, V, and VIII





Delegates engage in round table discussions led by Conference Co-Chairman Frank Chico (above), People's Gas, Light & Coke Co., and Frank Havlicek (top), Motorola, Inc.

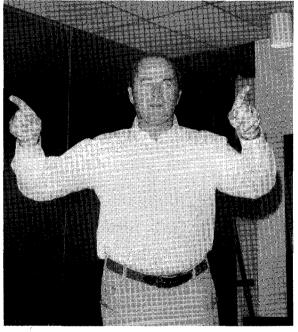
This session was followed by "Facts, Backs and Fitness" presented by Ed Hilbert of Battelle Memorial Institute who discussed the importance of a fitness program to the overall employee services and recreation program. Ideas on starting and maintaining a successful one were offered.

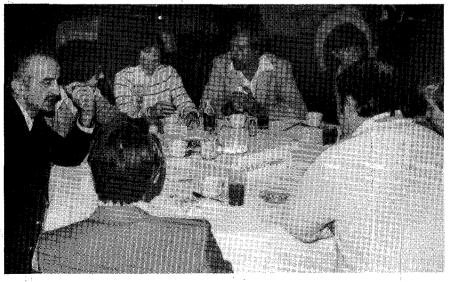
The day concluded with a reception and banquet for all in attendance. Sunday morning a non-denominational church service was held prior to a brunch at Marriott's Great America theme park in Gurnee, Illinois. Here Sue Siwicki of Bankers Life & Casualty officially closed the conference with a talk entitled "Let's Tie it all Together." Attendees then enjoyed an afternoon of fun and relaxation at the renowned theme park compliments of Great America.

Conference Co-Chairmen Jerry Aschenbrenner and Frank Chico, and Program Co-Chairmen Linda Epping and Frank Havlicek are to be commended for the outstanding job done to make this first combined conference and workshop for NIRA Regions III, V and VIII the fine success it was. Other committee persons included: Alan Benedeck, Allstate Insurance; Elizabeth Burchard, Northwestern Bell; Bill Hill, Blue Cross-Blue Shield; Joe Kopinski, Falk Corporation; Sue Siwiki, Bankers Life & Casualty; Dick Wilsman, Johnson Wax Co.; and Mike Brown, Pat Desmond and Pat Stinson of NIRA Headquarters.









# Repeat

More than 175 people attended the second annual NIRA Region I Conference and Exhibit which took place October 30—November 2, 1980 at the Sheraton-Regal Inn, Hyannis, Massachusetts. The meeting opened Thursday afternoon with registration and a swap shop where conference attendees brought flyers, newsletters and other publicity items relating to their programs to exchange with other conference-goers.

A poolside cocktail party preceded the opening night banquet where NIRA's Immediate Past President Kirt Compton, CIRA, of Eastman Kodak offered welcoming remarks and introduced the speaker of the evening, Ronald E. Guittarr, Manager of Industrial Relations for Raytheon Co., Andover, Massachusetts. Guittarr spoke about the Raytheon program, primarily run through the use of volunteers, which consistently attracts more than 75% of the plant's population to its activities despite the absence of sophisticated facilities, generous resources and a paid staff.

Friday's activities opened with a session presented by Lane Beamer

Clockwise from top left: Kirt Compton, Immediate Past President of NIRA; Alice Bucca, Conference Chairman; Dr. Tony Marshall, speaker; delegates engaged in round table discussion; Joanne Poore, New England Life Insurance Co., conference committee member and President of the Massachusetts IRC.

# Success For Region I

of IBM Corporation who spoke of the importance of introducing new activities into employee programs. This session was followed by one entitled "Organizing and Working with Clubs and Leagues" presented by Scott Baker of Xerox Rercreation Association who used a slide presentation to illustrate how the Xerox Corporation's clubs and leagues are funded and organized.

Concurrently held was a session by Don Terrion of United Airlines who provided an in-depth look at the problems and benefits of group travel programs. Following these were two more concurrent sessions entitled "Committees: Getting them started and keeping them going," by Tony Ippolito of Digital Equipment Corporation; and "Vendor/Customer Relations: Establishing a working rapport" by Bob Baldwin of Walt Disney's Magic Kingdom Club.

From noon until 3 pm the exhibit hall was open and conference attendees had the opportunity to visit with representatives of 48 exhibitor/suppliers whose products and services ranged from trophies, awards and exercise equipment to t-shirts, travel programs and photo finishing.

Afternoon sessions featured the "CIRA/CIRL program—An overview of NIRA's certification program" highlighted by Sue Siwicki, CIRA, of Bankers Life & Casualty and "Techniques for effective communication" by Al Benedeck of Allstate Insurance

Company, NIRA's Vice President of Public Relations.

The final session of the day was presented by NIRA past president Dick Brown, CIRA, of the Texins Association who spoke about "Organizational Variations—Which one best meets your needs?"

Saturday's activities began with a fun run at 7:30 am which was followed by a session entitled "Good health—Make it your lifestyle" presented by Bob Burns, president of Promotional Concepts Inc. Henry Bergassi, Purchasing Manager for Jamesbury Corporation spoke about "Developing good negotiation techniques." The exhibit hall was then reopened during the lunch period following this session to allow attendees to once again meet with exhibitors.

The first session of the afternoon was given by Dr. Tony Marshall, Assistant Dean of the School of Hospitality, Florida International University, whose antics and performance in his presentation on liability won't soon be forgotten by those in attendance. This session was followed by one entitled "NIRA—What can it do for you?" presented by Patrick Stinson, NIRA Executive Director, Elizabeth Burchard, CIRA, of Northwestern Bell, NIRA's Vice President of Membership; and Sue Siwicki, from Bankers Life & Cas-

ualty, Vice President of the CIRA/CIRL program.

A cocktail party preceded the evening banquet themed "Celebrate: An Evening of International Entertainment."

Sunday morning's first session presented by Lloyd Randolph of Boston's Equal Employment Opportunity Commission discussed the impact of EEO on company recreation programs particularly as it applies to leagues. Following this was a session on "The Fine Art of Motivation" by Tom Heinsohn, former Boston Celtics basketball star and coach. The final session of the Region I conference was composed of round table discussions moderated by Dale Helmbrecht of Honeywell. Here, attendees broke into groups according to company size to discuss program ideas.

NIRA Board member Alice Bucca, CIRA, of Digital Equipment Corporation performed an outstanding job as Conference Chairman. Other committee members included: John Batchelder, Chuck Bouchard, CIRL, Dom Bucca, Tom Burke, Kathy Carney, Diane Elliott, Barbara Faso, Paul Foley, Roy Gross, Barbara Hayes, Jack Hayes, Dale Helmbrecht, Pete Hukki, Harriet Kane, Richard Lawler, Richard Lepkowski, Ronnie Lorenzen, Brenda Lussier, Linda Marchi, Jean McKnight, Joanne Poore, John Porter and Pat Sordill.

# Order your professional library

<ul> <li>□ Benefit Analysis of the Industrial Recreation Institution</li> <li>A compilation of several papers, first delivered at the 1978 NIRA Conference and Exhibit. Covers the benefits of employee programs, accountability within and for quality programs, the development of responsible volunteer leaders and the use of a needs assessment survey. 50 pages. \$5.00.</li> <li>□ Employee Recreation: Outlook for the Future A comparison of data compiled from surveys of NIRA members in 1974 and 1978. Covers activities, facilities,</li> </ul>	Motorola's Recreation Manual A comprehensive 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on-and off-site employee activities. Its three-ring loose-lead binder design allows for continuous updating, revisions and additions, offering ease of page removal for duplication and distribution. \$35 for NIRA members; \$48 for non-members.
staff personnel and salaries, budgets, and more. 67 pages. \$5.00.	☐ How to Organize and Manage Tournaments Everything you need to know: organizing, publicity, teams, leagues, eliminations, and finals. 36 pages. \$5.00.
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Director Advertising/Promotions

Manufacturer and distributor of bowling lanes, equipment, accessories and supplies.

#### **BRUNSWICK RECREATION CENTERS**

One Brunswick Plaza Skokie, IL 60077 (312) 470-4184 Randy Wagner Public Relations Director

The largest operator of full-service bowling and family recreation centers in the world. Over 250 BRC centers are located throughout the U.S., Canada, Mexico, South America, Europe and the Far East.

#### Miscellaneous

### AMATEUR SOFTBALL ASSOCIATION OF AMERICA

2801 N.E. 50th P.O. Box 11437 Oklahoma City, OK 73111 (405) 424-5266 Don E. Porter

AMERICAN BOWLING CONGRESS NATIONAL HEADQUARTERS 5301 S. 76th St. Greendale, WI 53129 (414) 421-6400 Tom New

### VARIED GOODS AND SERVICES

NATIONAL RIFLE ASSOCIATION 1600 Rhode Island Ave. N.W. Washington, D.C. 20036 (202) 783-6505 John Grubar

NATIONAL SENIOR SPORTS ASSOCIATION 1900 M St. N.W. Washington, D.C. 20036 (202) 466-6395 Eugene Skora

NATIONAL SHOOTING SPORTS
FOUNDATION
1075 Post Road
Riverside, CT 06878
(203) 637-3618
A. H. Rohlfing
Executive Director
To promote a better understanding of the shooting sports.

NATIONAL SPORTING GOODS ASSOCIATION 717 N. Michigan Ave. Chicago, IL 60611 (312) 944-0205 James Faltinek Executive Director

SAUCER GOLF INCORPORATED 7533 Washington Avenue South Minneapolis, MN 55435 (612) 941-2044 Jim Challas General Manager

Saucer golf is the game of golf played with a frisbee rather than a ball and club. Players count the number of throws it takes to move through a course of 9 or 18 targets.

# Arts & Crafts/Hobbies & Games

ALBEE & CO.
269 Lexington St.
Waltham, Massachusetts 02154
David E. Walsh
Director, Industrial Marketing

Most unusual store in New England. Specializing in all types of indoor recreational equipment: pool tables, bumper pool, foosball, darts, all types of game tables, pinball, juke boxes, service.

U.S. GAMES, INC. P.O. Box 874 EG Melbourne, FL 32935 (800) 327-0484 Ted Warren President

#### **Entertainment**

BUSCH ENTERTAINMENT CORP. 500 Community Fed. Center St. Louis, MO 63131 (314) 966-7413 Robert Gunthner

DINNER THEATRES, INC. 13771 N. Central Expwy. Suite 802 Dallas, TX 75234 (214) 690-4537 Ed Veranth



#### GCC THEATRES, INCORPORATED

27 Boylston Street Chestnut Hill, MA 02167 (617) 232-8200 S. H. Evans Vice-President Motion picture theatres.

#### MADISON SQUARE GARDEN

4 Pennsylvania Blvd. New York, NY 10001 Marge Fearson **Director of Group Sales** 

#### PRO FOOTBALL HALL OF FAME 2121 Harrison Avenue N.W. Canton, OH 44708

(216) 456-8207

**David Motts Operations Manager** 

A national professional sports museum featuring exciting action displays of pro football's past and present. Includes NFL movie theatre, 28 team NFL gift shop, snack bar (seasonal) and plenty of free parking.

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#### **Director of Marketing Operations**

Featuring the longest running hits in show business history. The Greatest Show on Earth has entertained generations with wild animal expertise, clowns, aerialists and feats of derring-do. Ice Follies & Holiday on Ice Combined Shows highlight champions of the silver surface.

#### **ROSEMONT HORIZON**

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19,400 seat indoor sports entertainment center with an adjacent 20,000 sq. ft. exhibition center.

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BENIHANA OF TOKYO 8685 N.W. 53 Terrace Miami, FL 33166 (305) 591-2200 Margaret Gagnon **National Sales Director** 

#### HICKORY FARMS OF OHIO

300 Holland Road Maumee. OH 43537 (419) 893-7611 **Ann Thomas Executive Secretary** Specialty food stores.

#### KNOTT'S BERRY FARM

8039 Beach Boulevard Buena Park, CA 90620 (714) 827-1776 Ext. 500 Jack Ramsey Sales Manager

Gift Packs of preserves, jellies and specialty items include surups, dressings and pickles. Dried fruits and candy.

#### MINUTE MEN GOURMET FOODS

P.O. Box 7188 Colorado Springs, CO 80935 (800) 529-7153 Robert Somberg

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Los Angeles, CA 90016
(213) 870-3761
David Beck
Director of Quantity Order
Sales & Marketing

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5732 Curlew Drive Norfolk, VA 23502 (804) 420-1347 Noel Funchess National Sales Director

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TRANS ALASKA SEAFOOD 3447 La Ciotat Riverside, CA 92501 (714) 787-7726 Ron Duke

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Colorful, vibrant laser art photograph and scintillating metal lithographs in professionally mounted frames... speed art exhibitions with discount prices for recreation departments.

#### HELBROS WATCHES INCORPORATED

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Watches for men and women—analog quartz sport, dress, diamond, digital, musical alarm. Custom dials with company logo or slogan. Employee discount sales program available to NIRA members.



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55 Morris Ave. Springfield, NJ 07081 (201) 467-1733 J. Wm. Kelly President

INTERNATIONAL TRAVEL CARD

Gulf Life Tower Jacksonville, FL 32207 (904) 399-8300 Thomas Kay President

K-PRODUCTS, INCORPORATED

Industrial Air Park Orange City, IA 51041 (712) 737-4925 Garth Huettl Sales Manager

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10 Railroad Street North Abington, MA 02351 (617) 878-5152 James J. Harkins Sales Manager

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#### REPS. NORTHEAST INCORPORATED

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Unique money saving "Entertainment" coupon books allow two to go out for the price of one. Dining, movies, special events, sports and more. Fund-raising programs and consignments available. Published in 25 cities.

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100% electric steam generators for clubs, s

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Complete health and fitness programs for business and industry. Each program is individually tailored to fit the needs of your company and your employees.

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Park and recreation facilities master planning, design and administration of construction of facilities, site analyses, feasibility studies, environmental impact analyses, consultation.

#### **Recreation Apparel**

CHAMPION PRODUCTS, INCORPORATED

3141 Monroe Avenue Rochester, NY 14618 (716) 385-3200 David C. Jensen General Manager Sales

Manufacturer of athletic wear and imprinted sportswear.

#### CHAPMAN SPORTS INCORPORATED

4877 Packing House Road Denver, CO 80216 (303) 825-8517 Mick Montgomery Sales Manager

A full line sporting goods dealer, including uniforms, lettered T-shirts, caps, jackets and hard goods.

EMPIRE SPORTING GOODS MANUFACTURING COMPANY INCORPORATED

443 Broadway New York, NY 10013 (212) 966-0880 Hobart Bauch President

Manufacturers of athletic uniforms, jackets, lettering, a full line of uniforms and accessories, baseball, softball, basketball, football, gym, jackets, soccer, track, in both men's and women's recreation cloth-

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KING LOUIE INTERNATIONAL INCORPORATED

311 West 72nd Street Kansas City, MO 64114 (816) 363-5212 Michael Milens

**Executive Vice President** 

King Louie offers a complete line of PRO/FIT recreational jackets and caps as well as King Louie Bowling Apparel. All products are available on an in-stock basis for immediate delivery. All products can be imprinted with company, team, or group logo in King Louie's own imprinting department.

#### SPANJIAN SPORTSWEAR

1050 Los Vallecitos Boulevard San Marcos, CA 92069 (714) 744-3400 R. S. Spanjian II Marketing Manager

Manufacturers of athletic clothing and sportswear.

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GREAT AMERICAN LAMP CORPORATION

8636 Graham Avenue Los Angeles, CA 90002 (213) 589-5571 Sam Neely President

MAC LEVY PRODUCTS CORP.

92-21 Corona Ave. New York, NY 11373 (212) 592-6550 E.M. Mouber Executive Vice President

U.S. GAMES INCORPORATED 1511 N. Harbor City Boulevard P.O. Box 874 EG Melbourne, FL 32935 (305) 254-5111 Ted Warren President

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#### Miscellaneous

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21 Bay Street Glen Falls, NY 12801 (518) 793-8386 Stewart Allen Recreation Consultant

Recreation Planners and consultants for industrial recreation areas. Master plans, facility design, architectural and engineering services.



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FLAGHOUSE INC. 18 W. 18th St. New York, NY 10011 (212) 898-9700 Ben Reid Manager

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**INDUSTRIAL FOTO** 187 W. Orangethrope Ave. Placentia, CA 92670 (714) 993-9520 Fred Burnside

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1166 Avenue of the Americas New York, NY 10036 (212) 930-8324 L. G. Dales Passenger Sales Development Manager

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Lease or buy your new car, truck or van at Autoland. Group discount for NIRA members. Most makes and models. Los Angeles (213) 933-5832; San Diego (714) 560-6006; North Hollywood (213) 760-2886; Orange County (714) 991-9610.

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"World-wide Car rental service for business and pleasure."

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BREAKERS, THE P.O. Box 485 Myrtle Beach, SC 29577 (803) 448-2474 Vernon Brake

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Vice President, Sales and Marketing

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Daytona Beach Shores, FL 32018
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(800) 874-7420
Sharon Mock
Convention and Group Sales

OPRYLAND USA
2802 Opryland Drive
Nashville, TN 37214
(615) 889-6600
Etrulia Dixon
Corporate Sales Representative



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Help in planning your hotel needs world-wide.

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Over 530 motels and motor hotels located throughout U.S.A., Canada, Mexico and Central America—many properties complete with restaurants, coffee shops, cocktail lounges, conference and banquet rooms, swimming pools, etc.—800 toll free reservation number for all bookings.

#### VAGABOND HOTELS, INCORPORATED

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Corporate Director of Sales

Vagabond Hotels, a corporate owned chain of 56 motor hotels, has properties in all major cities in California and eight additional sunbelt states . . . offers excellent accommodations at moderate rates

**VALLEY FIESTA CLUB-VEGAS '81** 

1528 E. Missouri Suite A124 Phoenix, AZ 85014 (602) 274-3071 Gary Viner President

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55 quality hotels in 15 countries. Special weekend package rates at most U.S., and Canadian hotels. Selected "Best Hotel Chain in U.S. & Overseas" by Travel/Holiday magazine readers, based on their own recent experiences.

# Themed/Amusement Parks

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Manager Public Relations & Sales

Florida's Silver Springs located one mile east of Ocala, features five main attraction areas including the world famous Glass Bottom Boats, Jungle Cruise, Deer Park, Reptile Institute and Antique Car Collection.

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Box 97 Brooksville, FL 32512 (904) 596-2062 Patti Seaver Sales Manager

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Airport Road Gatlinburg, TN 37738 (615) 436-7001 Dwight C. Selby Director of Marketing

Gatlinburg Place, the new \$10 million family entertainment center features the cinema experience "To Fly" on the world's largest movie screen, the "Backwoods Bear Jamboree," an animated country music hoedown; "Pop Goes America," a live musical summer revue; shopping and dining. Open year-round!

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President

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VACATION TRAVEL CONCEPTS 57 W. 57th St. New York, NY 10019 (212) 888-1860 Arthur Berman CANADIAN GOVERNMENT OFFICE OF TOURISM 310 S. Michigan Ave. 12th Floor Chicago, IL 60604 (312) 782-3760 Charlotte Ward

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LAS VEGAS CONVENTION/VISITORS AUTHORITY 3150 Paradise Rd. Las Vegas, NV 89109 (702) 733-2205 Bill Reid

## NEW YORK CONVENTION AND VISITORS BUREAU

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# POLISH NATIONAL TOURIST OFFICE 333 N. Michigan Ave.

Chicago, IL 60601 (312) 236-9013 A. Jablonowski

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## professional services directory



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# The Commonwealth of Massachusetts

By His Excellency

EDWARD J. KING

Governor

PROCLAMATION

1980

WHEREAS:

The National Industrial Recreation Association exists for the purposes of developing employee recreation as a benefit, promoting the concept of industrial recreation as a means of improving employee relations, and striving to upgrade the calibre of its members' recreation programs; and

WHEREAS:

Industrial Recreation provides a means of strengthening the family as a unit, improves employee morale, job performance and productivity, reduces lost time, and serves as a communications tool between employees and management; and

WHEREAS:

The Massachusetts Industrial Recreation Council is an affiliate of the National Industrial Recreation Association comprised of companies within the Commonwealth of Massachusetts; and

WHEREAS:

The Massachusetts Industrial Recreation Council is dedicated to creating an increased awareness of industrial recreation throughout the Commonwealth and the nation; and

WHEREAS:

The Massachusetts Industrial Recreation Council is additionally dedicated to providing continuing education to its

member companies; and

WHEREAS:

The Massachusetts Industrial Recreation Council will provide the means by which said education will take place by hosting a conference for all of New England, New York, Pennsylvania, Ohio, Kentucky, West Virginia, Maryland, Delaware, and Washington, D.C.;

NOW, THEREFORE, I, EDWARD J. KING, Governor of the Commonwealth of Massachusetts, do hereby proclaim October 26 - November 1, 1980, as

#### NATIONAL INDUSTRIAL RECREATION WEEK

and urge all companies of the Commonwealth to recognize this week and participate fittingly in its observance.

Given at the Executive Chamber in Boston, this thirtieth day of September, in the year of our Lord, one thousand nine hundred and eighty, and of the Independence of the United States of America, the two hundred and fifth.

By His Excellency the Governor

RM, December/January, 1981

# **NIRA NEWS**



A number of representatives of the Massachusetts Industrial Recreation Council gathered in the office of Massachusetts Governor Edward J. King to witness his signature on the proclamation that deemed October 26—November 1, 1980, "National Industrial Recreation Week" in the Commonwealth of Massachussetts. Witnessing the signature from left to right are: Kathy Carney, Honeywell; John Porter, Metropolitan Boston Transportation Authority; Chuck Bouchard, Raytheon Company; Alice Bucca, Digital Equipment Corporation; Tom Burke, Boston Edison Company; and Joanne Poore, President of MIRC from New England Life Insurance Company. (See opposite.)

#### **TOURNAMENT NEWS**

(continued from page 41)

receive trophies for their company and all team members.

- All teams must have five bowlers (mixed teams, must have minimum of two women bowlers).
- 6. Bowlers must use:
  - 1st—current average (minimum 21 games 1980–1981 season)
  - 2nd—1979—ending average
  - 3rd—scratch (200 average)
- 7. Teams may use league bowling scores for tournament and

return entry forms to league secretary (no team entry fee is required). The company recreation coordinator is responsible for sending in the \$20.00 company entry fee with entry forms. Entries and fees must be received no later than March 10, 1981.

- 8. Handicaps will be figured by NIRA coordinator.
- 9. Checks must be made payable to: NIRA Bowling Tournament.
- 10. League secretaries or recreation coordinators should retain actual bowling sheets and return all entry forms, along with the appropriate entry fee, to: Jack Rinaldo, CIRL, at the above address. rm

#### **RETIRED**

Martha Byers, Employee Services Director of Owens-Illinois retired November 25. Martha has been a NIRA member for 15 of her more than 23 years of service at that company. Her NIRA career includes six years on the NIRA Board of Directors and membership on the Personnel, Regional Management and CIRA/CIRL committees.

Also retired last year was **Gene Miller** of Michigan Bell, a longtime
Board member from Region III and
coordinator of the NIRA fishing contest since its inception. Gene was
with Michigan Bell for more than 39
years where he served most recently
as Manager of Employee Activities,
Conference Bureau and Travel. **IM** 

#### **MERSC**

(continued from page 47)

Council development has been deliberate and successful through ongoing promotion of a) the value of consolidated buying power established only through cooperative effort and participation of all MERSC member companies and potential member companies, b) regular educational programs and informal discussion time scheduled within each monthly meeting, and c) promotion of the services extended by NIRA to MERSC members. While most member companies are from the Minneapolis/St. Paul Greater Metro Area. the Council's intent is to extend membership privileges to interested outof-state organizations, too.

Pat Stinson, Executive Director,

NIRA, attended and addressed the MERSC November general meeting November 13 which was held at 3M's Tartan Park. We were pleased to have Pat as our guest, to personally promote NIRA services to our membership and answer questions.

Current and upcoming activities include the adoption of a formal constitution and by-laws, election of officers, and most importantly, earliest implementation of programs to extend full benefits extended by Associate members to our respective work populations. These include special Council professional sports events, special employee discounts and unique travel programs. A membership and services directory, including a listing of individual representative expertise in employee recreation administration and human

resources management. A Council awards program is also planned for 1981 and a special train charter from the Twin Cities to the 1981 Annual NIRA Conference is being considered by one Associate member to reduce travel expense for MERSC representatives.

MERSC leadership would like to publicly thank both the NIRA headquarters staff and the many Industrial Recreation Councils around the country which we consulted in the development of MERSC. We found that there are many effective councils offering fine services and membership education programs. The information that was shared was most helpful and sets a strong standard to cooperatively promote employee recreation and services programs in Minnesota.



(703) 549-0664

# Plan now for an evening at our Park



A deluxe program for employee, professional, social, fraternal and civic group outings.

A special rate covers admission to world-famous Greenfield Village, picnicstyle dinner at the open hearth Riverfront Restaurant, unlimited use of the Suwanee Park family entertainment center during evenings after the Village is closed to the general public. It also includes use of

the steamboat Suwanee, antique merry-go-round, wagon rides, plus trips on the century-old steam train and live musical entertainment.

Any group of more than 300 can be accommodated any evening, May thru Sept.

For information, call or write T&C Dept., Greenfield Village, Dearborn, Michigan 48121. Phone (313) 271-1620, Ext. 410.

"Where American History Comes to Life" Dearborn, Michigan 48121

# **TOURNAMENT NEWS**

by Stephen W. Edgerton, CIRA Xerox Corporation NIRA Vice President, Tournaments and Services



## **Contribute To Our Employee Services Survey**

The prospect of our new name—the National Employee Services and Recreation Association—directs a challenge to the Tournaments and Services portion of our business. I believe we have an obligation to our present and future members to provide a diversified and comprehensive range of services.

At the October Board meeting in Chicago the Tournaments and Services Committee surveyed other Board members about their companies' employee services. The question asked was "What kinds of employee services do you administer through your operation that are not clear cut recreation activities?" The responses were varied: blood drives, funeral assistance, pre-retirement

counselling, safety glasses, photo finishing services, florist services, car and van pooling, Junior Achievement programs, bond programs and many others.

What this told our committee was that we should become a resource for those kinds of services. Not only will we be of greater service to our present members but we'll have the capability to respond to new members that need an employee service that is not recreation oriented.

I would like to extend our minisurvey to the general membership. If your company offers a unique service that you think would be of interest to NIRA (or NESRA) please let me or national headquarters hear about it. With your help we can then begin to compile a resource for those services we are not now offering.

Steve Edgerton
Vice President Tournaments and
Services
Xerox Corporation
99 Catalpa Rd.
Rochester, New York, 14617
(716) 422-4100

Editor, Recreation Management Magazine National Industrial Recreation Association 20 N. Wacker, Suite 20202 Chicago, Illinois 60606 (312) 346-7575

#### Plan Now to Enter 1981 Bowling Tournament

All NIRA members should now have the rules and entry forms for the Tenth Annual Mail-O-Graphic NIRA bowling tournament scheduled to run from January 5 through February 28, 1981. As in the past, there will be three divisions: Mens (600–1000 average); Womens (500–900 average); and Mixed (500–900 average, 75% handicap). Entries must be received no later than March 10, 1981.

Results will be compared and regional and national champions will be announced. We are looking forward to our most successful bowling tournament ever so join the fun and send in your entries. If you have any questions, please contact the NIRA Bowling Tournament Coordinator, Jack Rinaldo, CIRL, 815/877-5771 or NIRA headquarters at 312/346-7575.

#### **Tournament Rules**

 Only bona fide employees, family members and retirees of companies affiliated with the National Industrial Rec-

- reation Association may participate in this tournament.
- 2. ABC and WIBC rules govern the competition; you need not be a sanction member.
- Entry fee—\$20.00 per company (unlimited number of team entries). Bowlers may participate only once in the divisions they qualify (except men or women and mixed).
- 4. Regional champs in men's and women's divisions will receive a company trophy and individual patch. National champs in all divisions will

(continued on page 39)

#### **MOVING SOON?**

Please let us know nine weeks before you move what your new address will be. Be sure to supply us with both your old and new address, including the address label from your current issue.

ATTACH ADDRESS LABEL HERE

#### My new address will be:

NAME \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_ ZIP \_

#### Mail to:

NATIONAL INDUSTRIAL RECREATION ASSN.

20 North Wacker Drive Chicago, Ill. 60606

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Catering to individual, couple and family vacationers.

Please write for information.

Jack Lindeman 3100 North Ocean Boulevard Ft. Lauderdale, Florida 33308 Area Code 305 - 564-8502

Our Own Private Beach

# **EVIDENCE**

EVIDENCE is a new column to be published periodically in Recreation Management that will supply readers with new "evidence" that can be used to sell management on employee programs and services. EVIDENCE is compiled by the Research and Education committee under the direction of its Vice President Frank Havlicek. Should you find material you feel would be useful "evidence" in obtaining management support of employee programs, please send it to Frank Havlicek, Motorola Inc., 1303 E. Algonquin Rd., Schaumburg, Illinois, 60196.

The changes in make-up of the American family can have a marked effect on participation in your recreation programs. The following statistics submitted by Ralph Ferrara of General Mills are worth evaluating.

- In only 34% of the households is the man the sole breadwinner; in 50% both parents work; for 3% of married couples the woman is sole provider . . . and for the rest, 13%, there is no breadwinner.
- The number of one-parent families is increasing faster than the number of two-parent families.
- One (1) out of six (6) children (10 million) live in a single parent family; 87% of these families are headed by women; 13% are headed by men.

Obviously these statistics should be applied to your own employee population. One suggestion is to provide inexpensive close-to-home programs that will permit easier participation by working homemakers.

#### Other facts:

- More than 50% of the U.S. population will be 30–49 years old during the next decade. Be sure your programs are serving this age group.
- Predictions from the sporting goods industry: Darts, horseshoes

and archery are gaining momentum. The Heritage Conservation and Recreation Service predicts that canoeing, kayacking and sailing are among the 10 leisure activities with the highest growth potential. Squash is expected to challenge racquetball.

Safety note:

Roller skates have apparently surpassed skateboards in the number of reported accidents. According to statistics compiled by the U.S. Consumer Product Safety Commission, nearly one-fourth of the estimated 135,000 injured are people over age 25. Last year alone, 100 senior citizens and more than 10,000 middleaged adults were hurt while roller skating.

Watch out for Blue Monday:

According to the Journal of the American Medical Association, a Canadian research team monitoring the health of nearly 4,000 men who once served in the Canadian Air Force found that, among people with no history of heart trouble, more than one-third of all fatal attacks occurred on Monday. The fewest heart attacks occurred on Friday, Saturday and Sunday. Although the evidence isn't conclusive, the researchers say that work may be the trigger. "The re-introduction to occupational stress . . . after a weekend respite may be the precipating factor."

More on Fitness . . .

Enthusiasm for more rigorous exercise at the work place has come, first of all, because medical and physical fitness authorities have linked a sit-still lifestyle to disease.

The number of fitness programs in the 1960's was more than double those in operation during the 1950's; and in the 1970's, more than four times those of the 1960's. It has been estimated that by 1981 more than 15% of the nation's employers will have fitness programs.

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# Golicogoing Chicogory

Plan to attend the
40th Annual NIRA
Conference & Exhibit
Holiday Inn Mart Plaza
Chicago, Illinois
May 6–11, 1981



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#### Rosemont Horizon Features Entertainment Unlimited

For the first time in almost half a century, a new sports entertainment complex has arisen in the Chicagoland area. The ROSEMONT HORIZON offers Chicagoland a myriad of attractions ranging from the bouncing balls of professional tennis to the bouncing clowns of the Ringling Brothers Barnum & Bailey Circus. The 19,400 seat ROSEMONT HORIZON, not only a newcomer to the Chicagoland area but also to NIRA, offers group discounts for the best available seats to our fellow NIRA members.

"Group arrangements can be made for just about all the events at the HORIZON—we're always willing to help in any way we can," assures Bill Wascher, Director of Group Sales. The overwhelming attraction is the variety of events offered here—everyone's taste can be satisfied. For Chicagoland's finest in sports and entertainment, the ROSEMONT HORIZON stages it.

Top names in tennis, track, boxing, and wrestling flash on the marquee throughout the year. Indoor soccer, the fastest growing sport in America, dubbed "human pinball" by Sports Illustrated, kicks off for the first time at the ROSEMONT HORIZON. The "Chicago Horizons," the newest member to the MISL professional indoor soccer league, will bring thrilling fast-paced action to the Chicagoland area.

Exciting college basketball at its best hits the hard-wood at the HORIZON from December through March. Since December 1st, the number-one college basketball team, the DePaul Blue Demons, have defended their home court winning streak of forty-two against the likes of UCLA, Notre Dame, and Syracuse. Sharing the winning court with DePaul, the Loyola Ramblers, favorites for an NCAA bid, face the powers of Minnesota, Dayton, and Cincinnati.

The HORIZON also features top artists from all musical tangents, and musicals, ice shows, and rodeos are featured throughout the year.

Many of these events can be seen at a discount through our group sales department. We also offer party rooms for pre- or post-event buffets or parties, with caterers and party rooms conveniently located in the arena. Also available is the 20,000 square foot "Skyline Room" for larger groups.

To see what's on the horizon for your group contact Bill Wascher at the ROSEMONT HORIZON, 6920 N. Mannheim Rd., Rosemont, Illinois 60018, or call him at (312) 635-8540 and let him help you plan your group venture.

# Minnesota Establishes IRC

by Bob Crunstedt, Honeywell, Inc.

There is a rich heritage of recreational activities available to the population of the state of Minnesota: From the unique beauty of the Minneapolis fine arts/theater calendar and family entertainment areas, to professional sports; from the primitive environment of the Boundary Waters Canoe Area to the magnificent expanse of Lake Superior's North Shore. Equally, the Twin Cities of Minneapolis/St. Paul are noted for their diverse base of commerce, manufacturing and industry. The opportunity for so many businesses in this area to deliver services and programs to employees, to enable them to more fully enjoy our recreation diversity and wealth, made the formation of an employee recreation council a natural.

The Minnesota Employee Recreation and Services Council (MERSC) was developed from initial planning meetings held in March 1980. Ralph Ferrara, General Mills Employee Club, and Bob Crunstedt, Honeywell Inc., organized the first meeting and remained the catalysts for subsequent meetings.

Early activities included a letter and telephone campaign to recruit organizations through the promotion of council membership benefits. An open invitation meeting was held in May to expose interested representatives to various programs, functions and topics that the Council would be addressing. A panel presentation was organized by a group of ten core companies to present topics which ranged from funding sports

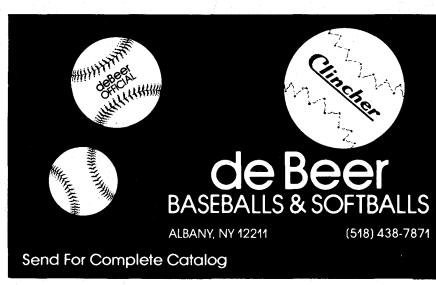
programs, to administration of discount ticket programs, to the utilization of volunteers—all of which were designed to whet the appetite, encourage the guests to join the Council, and gain more information at future meetings. An interim constitution and by-laws were adopted and temporary officers were elected in July.

The 17 companies which joined MERSC in August as charter members included: Honeywell, General Mills, 3M, Control Data, Northwestern Bell, Northern States Power, Medtronics, Prudential, Cenex, Whirlpool, Eaton Corp., St. Paul Dispatch-Pioneer Press, Land O'Lakes, Inc., Metropolitan Medical Center, United Mailing, Instant Web, and Republic Airlines.

The first Associate member was approved in September: Twin Cities Fine Dining Club.

Ten (10) additional companies have joined since August: McQuay-Perfex Inc., Graco Inc., Bachman's Inc., Champion International, St. Paul First Bank, Federal Cartridge Corp., Coast to Coast Stores, Onan Corporation, Blue Cross-Blue Shield, and Calhoun Collectors Society.

In addition, two more Associate members and three individual members have joined MERSC.



(continued on page 40)

# **NIRA CALENDAR**

### Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

**Anchorage Industrial Recreation Council**/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

**Associated Industrial Recreation Council**/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

**Columbus Industrial Recreation Association**/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesay. Contact Maxine Throckmorton—(614) 223-8412.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets every other month starting with January. Contact Carol DuBose—(214) 634-4534.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 227-5938.

**Denver Metro Industrial Recreation Council**/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Nita Davis—(713) 490-2777.

**Industrial Recreation Association of Dayton**/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact Bill DeNeau—(313) 237-7753.

**League of Federal Recreation Associations**/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

**Greater Bridgeport YMCA Recreation Council**/Bridgeport, Connecticut. Meets on the third Tuesday of the month.Contact Jesus Cerrilla—(203) 334-5551.

**Greater Los Angeles Area Industrial Recreation Council**/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 679-4511, ext. 2693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Kathleen Carney (617) 895-3228.

**Milwaukee Industrial Recreation Council**/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

**New York Industrial Recreation Directors Association**/New York, New York. Meetings are held once a month from September through May. Contact Ron Philips—(212) 697-3600.

**Oakland Industrial Recreation Association**/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

**Orange County Industrial Recreation Association**/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 732-2432.

**Phoenix Industrial Recreation Association**/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714) 277-6780, ext. 338.

**Tri-County Industrial Recreation Council**/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt— (408) 742-5972.

**Toledo Industrial Recreation and Employees Services Council (TIRES)**/ Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the second Thursday of the month. Contact Irene Heavey—(202) 338-8500, Ext. 551.

#### **Regional and National Conferences**

**40th Annual NIRA Conference and Exhibit** will be held May 6–10, 1981 at the Holiday Inn Mart Plaza, Chicago, Illinois. To become involved as a Conference planner or to request delegates and exhibitors' information contact the NIRA office—(312) 346-7575.

**Region II Conference and Exhibit** will be held November 5, 6, and 7, 1981 at the Hyatt-Regency Hotel, Columbus, Ohio. To become involved as a Conference planner or to request delegates and exhibitors' information contact the NIRA office—(312) 346–7575.

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